



DATA



INSIGHTS



ACTION

## PART 1 | MEDIA ENGAGEMENT

NOVEMBER 2022

## FORWARD



"Ready! Fire! Aim!" is the mantra of far too many marketing and sales efforts.

Those of us in the public sector know better than anyone that different messages and different modes of delivery resonate with varying levels of success across federal agencies, military branches, and state and local governments. Every audience segment has different needs in the information they want from contractors, and different preferences for receiving that information. We all know how important it is for marketing professionals with limited budgets and time to choose the right messages delivered through the right channels. Yet, the right information at the right time isn't easily accessible to make informed decisions.

This is why we created the Marketing for the Public Sector (M4PS) study. Our aim is to provide some guidance, a "map" if you will, that will help point you in the right direction. We know, however, that there are many considerations for your marketing decisions. M4PS will arm you with the insights to help drive your marketing decisions. Allowing you to AIM before you FIRE.

The inaugural study — the first of two parts — focuses on media engagement and includes both federal and state/local markets. As you read through the survey results, you'll get a feel for who the respondents are and what their concerns over the next year are. You'll find out not only which digital publications they turn to, but their overall engagement levels with that content. As part of this exploration, you'll learn about social media engagement and podcast listening habits. Finally, you'll take a deep dive into the DC, Maryland, Virginia area to learn what local media your audience engages with. We hope this information is useful in guiding your marketing journey.

READY, AIM, FIRE!

### Aaron Heffron





## **EXECUTIVE SUMMARY**

The last two years have been quite a ride for marketers. With the pandemic and people staying home, strategies around events radically changed from live meetings to webinars. Digital engagement habits also changed—without a commute, what people listened to and when shifted.

Now we're seeing a pivot back to the way things were—to a degree. Hybrid work environments are here to stay, and that means more changes for people's digital engagement habits.

The 1,200 respondents to the inaugural Marketing for the Public Sector (M4PS) study spanned federal Civilian and Defense and state and local government organizations. These respondents:

- $\rightarrow$  Are, in general, in their early 50s and work across a range of functional areas.
- Overall, are concerned about employee morale, employees retiring, and recruiting new staff.
- Actively engage with a variety of digital media, including digital publications, podcasts, and social media.
- $\rightarrow$  Want to attend in person events as much for networking value as information.

In short, while things are generally getting back to "normal," they aren't there yet. Chances are, they never will go back to the way they were before.

On the following pages, we share the data and insights the respondents provided.





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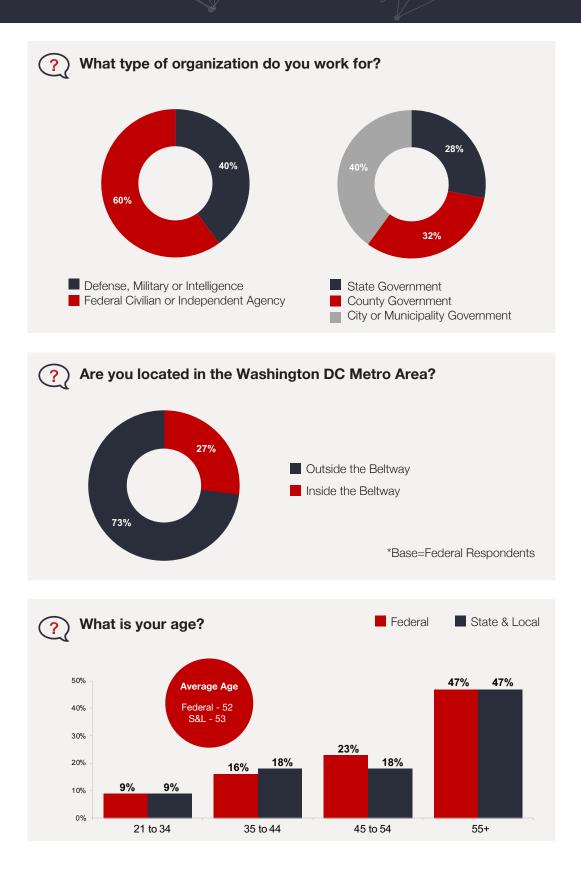


# SETTING THE STAGE







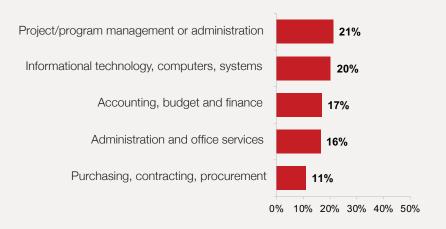




# Federal

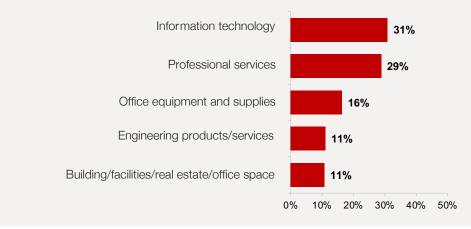


Which of these categories best represents your area of responsibility at work? (select all that apply)



### **PRODUCT/SERVICE PURCHASE CATEGORIES**

In the past year, for which of the following products or services have you been involved in the acquisition/procurement process (specify, evaluate, recommend, approve or buy)? (select all that apply)

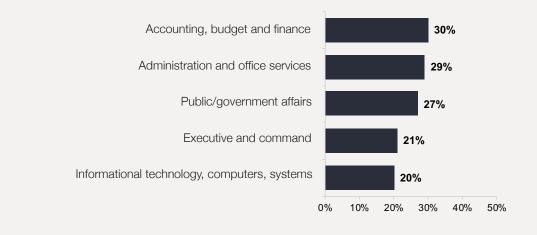




## State & Local

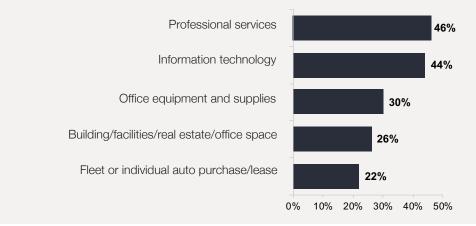
**JOB FUNCTIONS** 

Which of these categories best represents your area of responsibility at work? (select all that apply)



### **PRODUCT/SERVICE PURCHASE CATEGORIES**

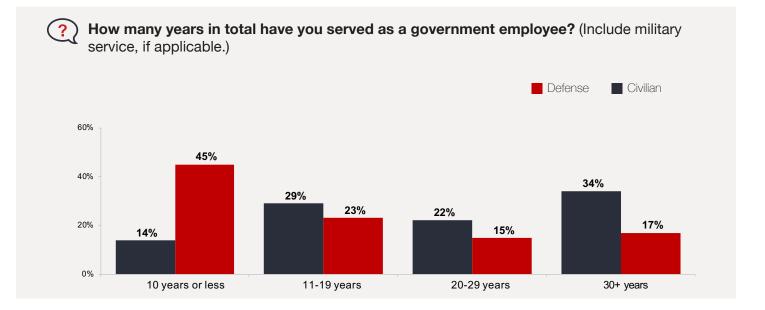
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## Federal

### YEARS OF SERVICE

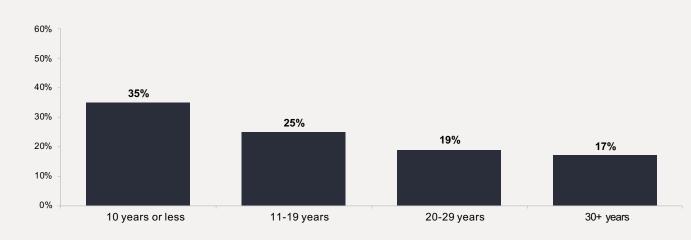


## State & Local

#### **YEARS OF SERVICE**

?

How many years in total have you served as a government employee? (Include military service, if applicable.)





# CURRENT WORKFORCE







**Federal** TOP CONCERNS FOR NEXT YEAR



Employee morale

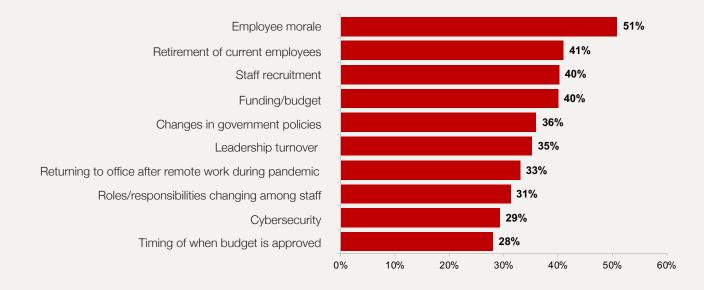




Staff recruitment

Retirement of current employees

What do you see as the biggest work-related challenges coming over the next year in your agency? (select all that apply)



?



## **Civilian vs. Defense**

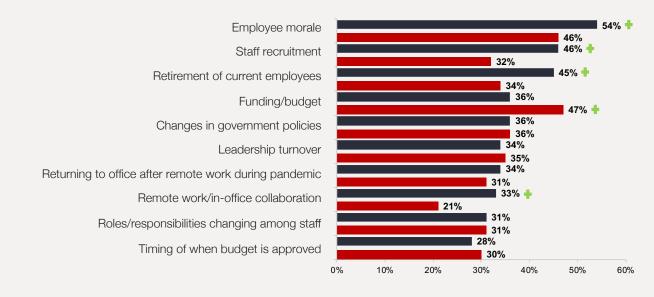
### TOP CONCERNS FOR NEXT YEAR





Funding/budget

What do you see as the biggest work-related challenges coming over the next year in your agency? (select all that apply)



Defense 📃 Civilian

?)

+ Significant difference between segments





## Federal IT Buyer vs. Non-IT Buyer

### TOP CONCERNS FOR NEXT YEAR

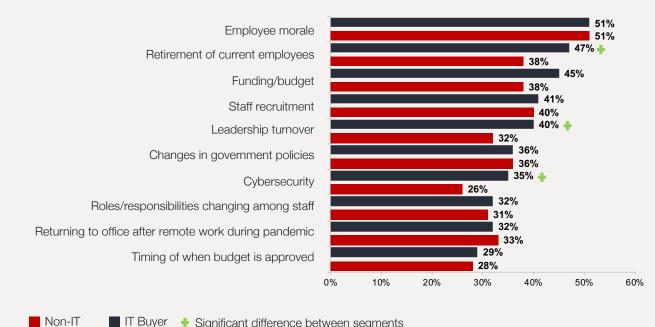


Employee morale

(FEDERAL IT BUYERS & NON-IT BUYERS)



What do you see as the biggest work-related challenges coming over the next year in your agency? (select all that apply)



IT Buyer + Significant difference between segments





## **State & Local**

### TOP CONCERNS FOR NEXT YEAR



Staff recruitment



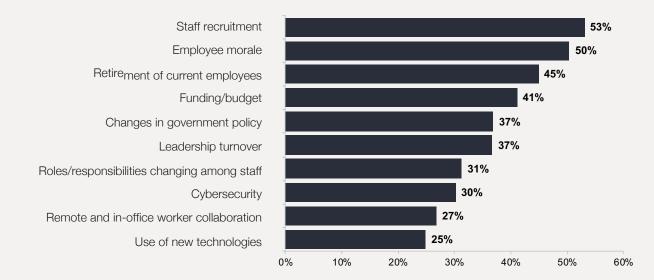
Employee morale



Retirement of current employees

?

What do you see as the biggest work-related challenges coming over the next year in your agency? (select all that apply)





## S&L IT Buyer vs. Non-IT Buyer

#### TOP CONCERNS FOR NEXT YEAR



Staff recruitment

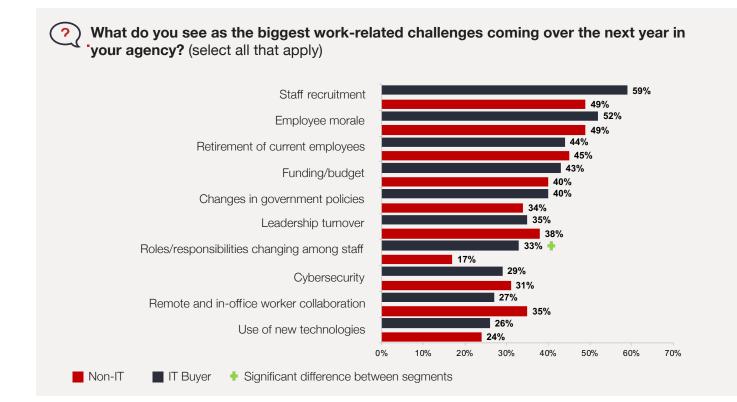




Retirement of current employees

### (SAME RANKINGS FOR BOTH IT BUYERS AND NON-IT BUYERS)

Employee morale





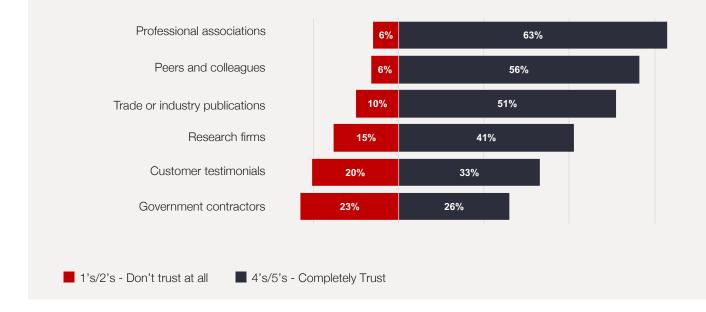


**Federal** 

### LACK OF TRUST CONTINUES, ESPECIALLY TOWARD CONTRACTORS



**?** Generally, to what extent do you trust news and information you seek for your job from each of the following?





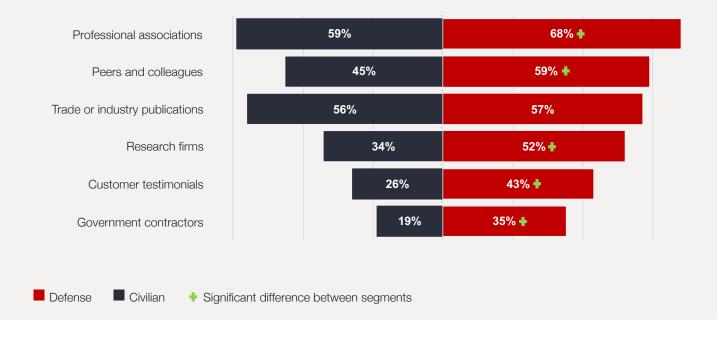


## **Civilian vs. Defense**

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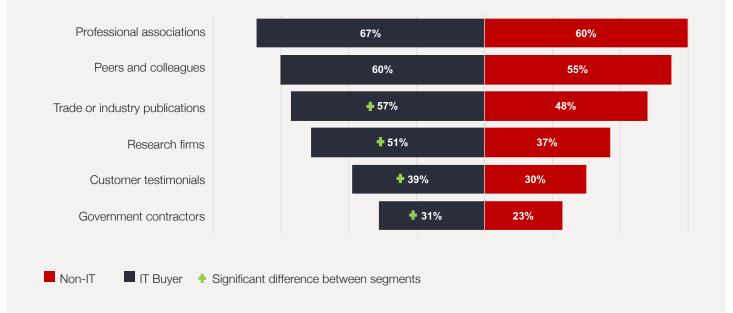


## Federal IT Buyer vs. Non-IT Buyer

LACK OF TRUST CONTINUES, ESPECIALLY TOWARD CONTRACTORS



Generally, to what extent do you trust news and information you seek for your job from each of the following?





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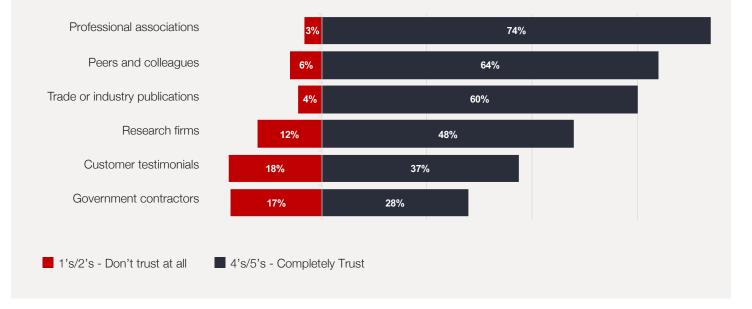


## State & Local

### LACK OF TRUST TOWARD CONTRACTORS CONTINUES



Generally, to what extent do you trust news and information you seek for your job from each of the following?





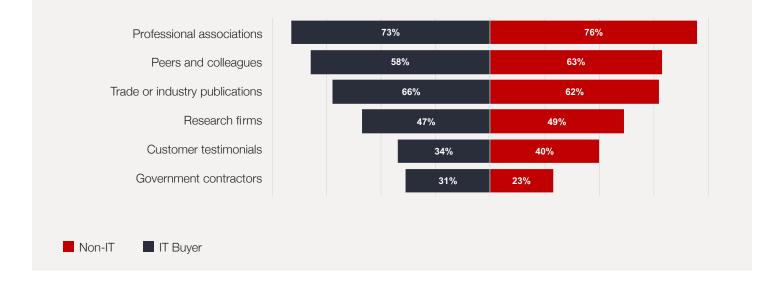


## S&L IT Buyer vs. Non-IT Buyer

### LACK OF TRUST TOWARD CONTRACTORS CONTINUES



Generally, to what extent do you trust news and information you seek for your job from each of the following?





## MEDIA NOW AND IN THE FUTURE







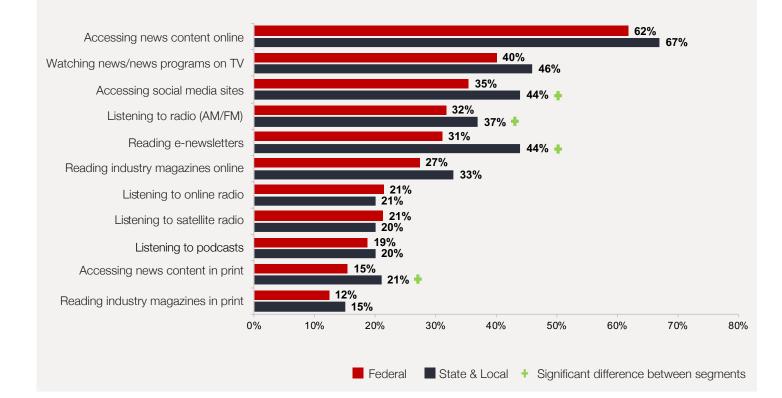
## **Federal and State & Local**

#### TIME SPENT ON AN AVERAGE WORKDAY:



15+ minutes per day

? On an average workday, how much time do you spend...





## **Civilian vs. Defense**

### TIME SPENT ON AN AVERAGE WORKDAY:



On an average workday, how much time do you spend... (?) 54% Accessing news content online 74% 🔶 37% Watching news/news programs on TV 45% 🖣 30% Accessing social media sites 3% 🚽 27% Listening to radio (AM/FM) 38% 23% Reading industry magazines online 34% 32% Reading e-newsletters 31% 16% Listening to online radio 29% 🛉 16% Listening to satellite radio 28% 🔶 | 17% Listening to podcasts 22% 12% Accessing news content in print 9% Reading industry magazines in print 17% 0% 10% 30% 40% 50% 70% 80% 20% 60%

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Defense

Civilian

+ Significant difference between segments

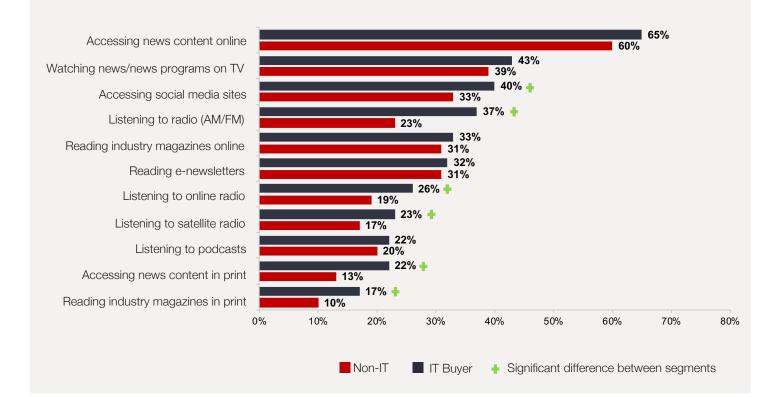


### Federal IT Buyer vs. Non-IT Buyer

TIME SPENT ON AN AVERAGE WORKDAY:



?) On an average workday, how much time do you spend...



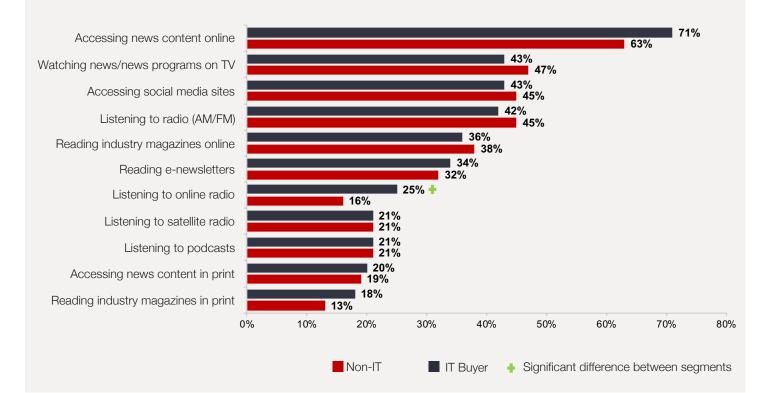


## S&L IT Buyer vs. Non-IT Buyer

### TIME SPENT ON AN AVERAGE WORKDAY:



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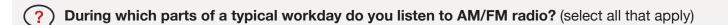


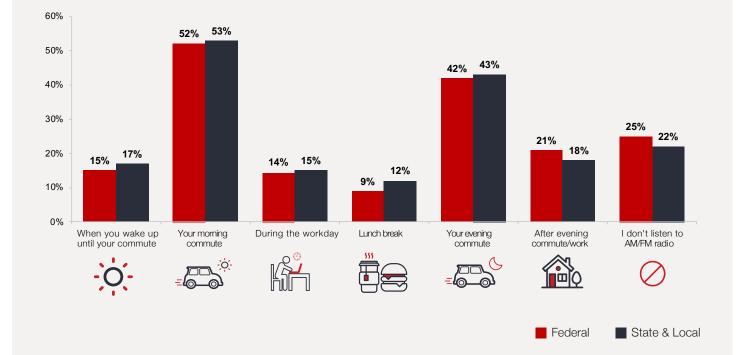


## **Federal and State & Local**

### **TYPICAL RADIO LISTENING HOURS**





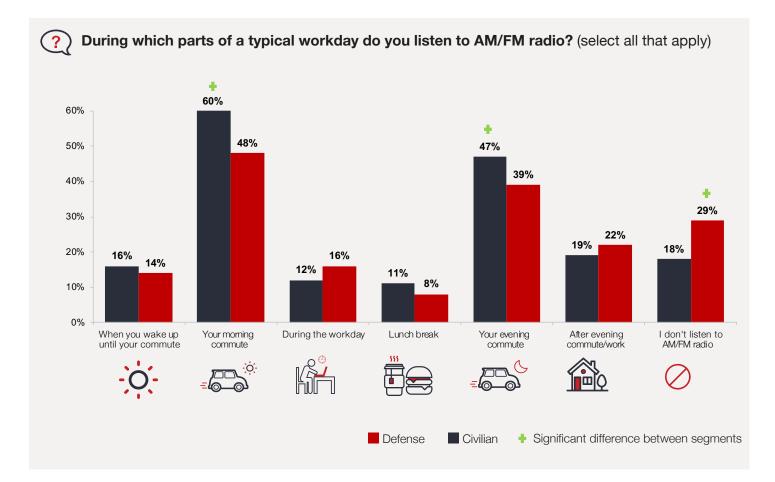




## **Civilian vs. Defense**

### **TYPICAL RADIO LISTENING HOURS**





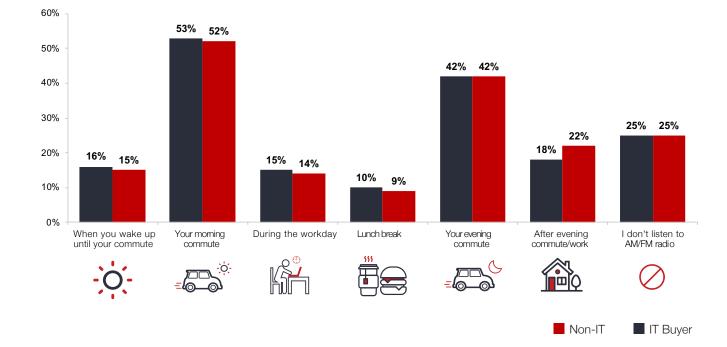


## Federal IT Buyer vs. Non-IT Buyer

### **TYPICAL RADIO LISTENING HOURS**







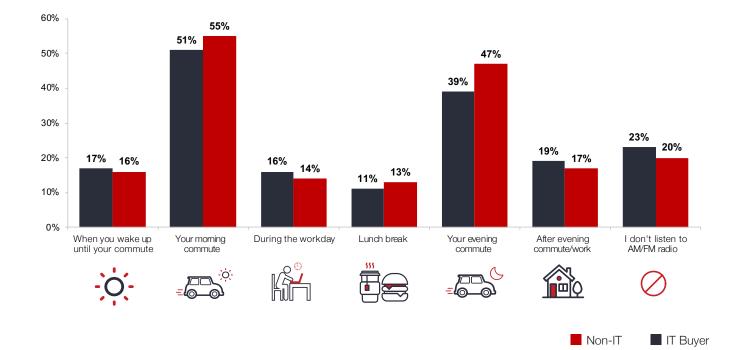


## S&L IT Buyer vs. Non-IT Buyer

### **TYPICAL RADIO LISTENING HOURS**











## **Federal**

TOP GOVERNMENT-FOCUSED DIGITAL SITES (ACCESSED 2X/WEEK OR MORE)



**From the list below, please indicate which of the following you access digitally (i.e., websites, mobile sites, apps) for news or information.** 

GovExec.com		39%
FederalNewsNetwork.com	27%	
FederalTimes.com	21%	
Politico.com	19%	
DefenseNews.com	18%	
FedSmith.com	16%	
WTOP.com	14%	
TheHill.com	14%	
FedInsider.com	14%	Tan Oan and Divital Ottag
DefenseDaily.com	13%	Top General Digital Sites
Nextgov.com	13%	50% - Weather.com
Military.com	12%	36% - AccuWeather.com
BreakingDefense.com	12%	30% - CNN.com
Defenseone.com	11%	27% - FoxNews.com 26% - WashingtonPost.com
FederalSoup.com	11%	20% - Washington Post.com
Fedscoop.com	11%	21% - MSNBC.com
ArmyTimes.com	10%	20% - Yahoo.com/News
MilitaryTimes.com	10%	19% - NBCNews.com
FCW.com	9%	<b>19%</b> - NPR.org
GovTech.com	9%	



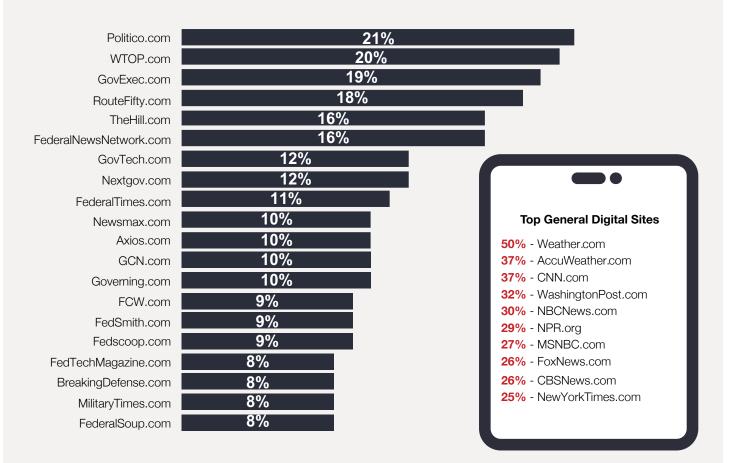


## **State & Local**

### TOP GOVERNMENT-FOCUSED DIGITAL SITES (ACCESSED 2X/WEEK OR MORE)



From the list below, please indicate which of the following you access digitally (i.e., websites, mobile sites, apps) for news or information.



(?)

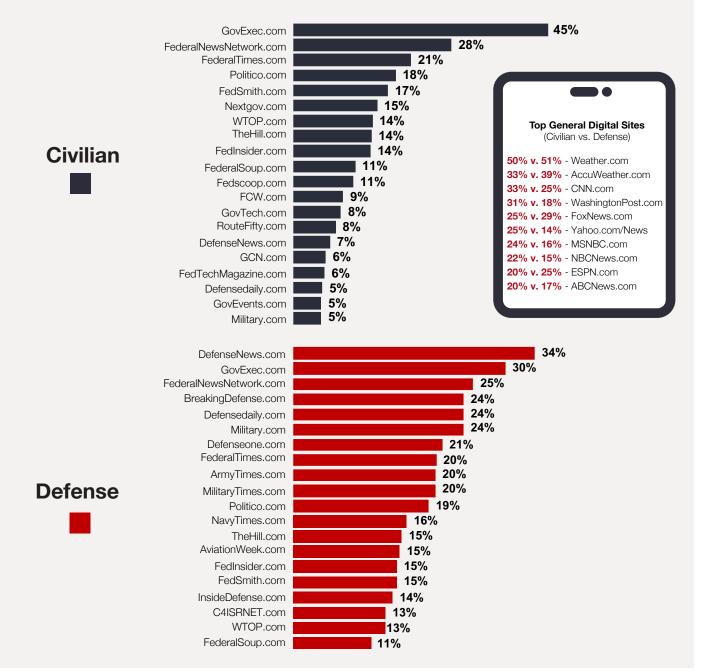


?

### **Civilian vs. Defense**

### TOP GOVERNMENT-FOCUSED DIGITAL SITES (ACCESSED 2X/WEEK OR MORE)

From the list below, please indicate which of the following you access digitally (i.e., websites, mobile sites, apps) for news or information.







?)

## Federal IT Buyer vs. Non-IT Buyer

TOP GOVERNMENT-FOCUSED DIGITAL SITES (ACCESSED 2X/WEEK OR MORE)

From the list below, please indicate which of the following you access digitally (i.e., websites, mobile sites, apps) for news or information.

	GovExec.com		41%
	FederalNewsNetwork.com		34%
	FederalTimes.com	27%	
	DefenseNews.com	23%	
	Politico.com	23%	
	Fedscoop.com	19%	
	TheHill.com	19%	Top General Digital Sites
	FedInsider.com	19%	(IT Buyer vs. Non-IT)
IT Duncar	FCW.com	18%	
IT Buyer	FedSmith.com	18%	51% v. 50% - Weather.com
	WTOP.com	18%	<b>39% v. 34%</b> - AccuWeather.com
	Nextgov.com	17%	<b>32% v. 29%</b> - CNN.com
	FederalSoup.com	16%	26% v. 27% - FoxNews.com 30% v. 24% - WashingtonPost.com
	GovTech.com	15%	<b>26% v. 20%</b> - ESPN.com
	Military.com	15%	20% v. 21% - MSNBC.com
	BreakingDefense.com	15%	24% v. 19% - Yahoo.com/News
		15%	20% v. 19% - NBCNews.com
	DefenseDaily.com		<b>25% v. 17%</b> - NPR.org
	ArmyTimes.com	14%	J. J
	MilitaryTimes.com	14%	
	Defenseone.com	13%	
	GovExec.com		38%
	FederalNewsNetwork.com	24%	
	FederalTimes.com	18%	
	Politico.com	17%	
	FedSmith.com	15%	
	DefenseNews.com	15%	
	Nextgov.com	12%	
	WTOP.com	12%	
		400/	
	TheHill.com	12%	
Non-IT		12% 12%	
Non-IT	FedInsider.com	12%	
Non-IT	FedInsider.com Military.com	12% 11%	
Non-IT	FedInsider.com Military.com DefenseDaily.com	12% 11% 11%	
Non-IT	FedInsider.com Military.com DefenseDaily.com Defenseone.com	12% 11% 11% 10%	
Non-IT	FedInsider.com Military.com DefenseDaily.com Defenseone.com BreakingDefense.com	12% 11% 11% 10% 10%	
Non-IT	FedInsider.com Military.com DefenseDaily.com Defenseone.com BreakingDefense.com MilitaryTimes.com	12% 11% 11% 10% 10% 9%	
Non-IT	FedInsider.com Military.com DefenseDaily.com Defenseone.com BreakingDefense.com MilitaryTimes.com FederalSoup.com	12% 11% 11% 10% 9% 9%	
Non-IT	FedInsider.com Military.com DefenseDaily.com Defenseone.com BreakingDefense.com MilitaryTimes.com FederalSoup.com ArmyTimes.com	12% 11% 11% 10% 9% 9% 8%	
Non-IT	FedInsider.com Military.com DefenseDaily.com Defenseone.com BreakingDefense.com MilitaryTimes.com FederalSoup.com ArmyTimes.com NavyTimes.com	12% 11% 11% 10% 9% 9% 9% 8% 8%	
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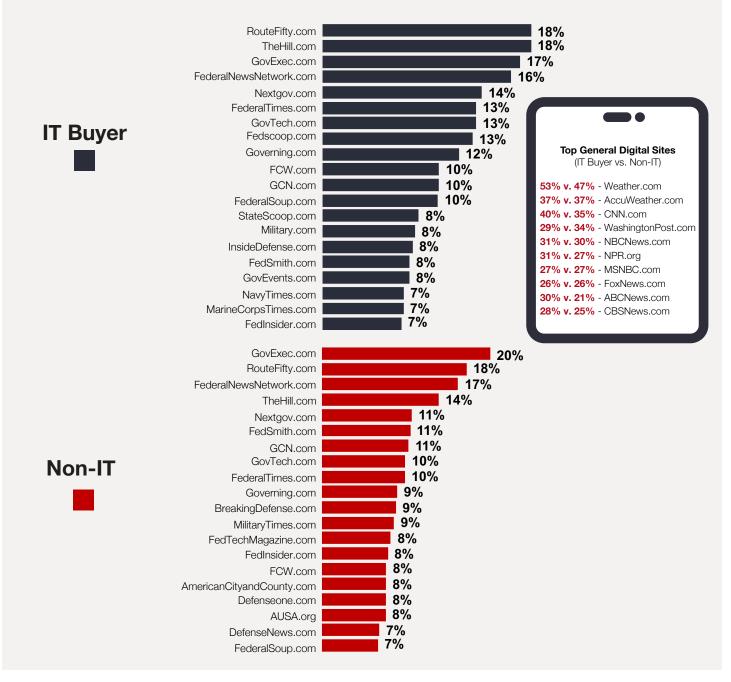


?

## S&L IT Buyer vs. Non-IT Buyer

### TOP GOVERNMENT-FOCUSED DIGITAL SITES (ACCESSED 2X/WEEK OR MORE)

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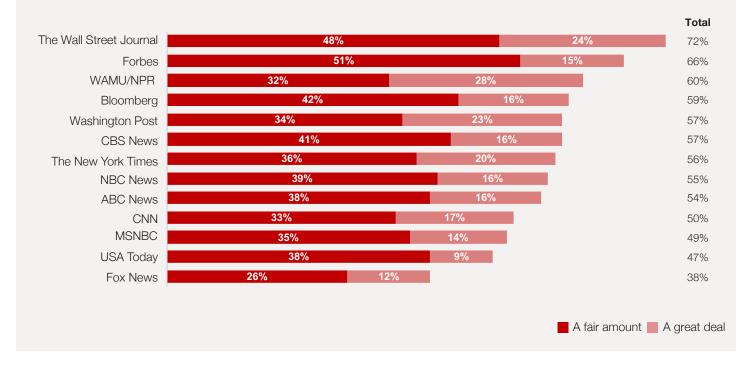




### **CONFIDENCE IN NEWS SOURCES**



(?) How much confidence do you have in the following sources in the news that they report?



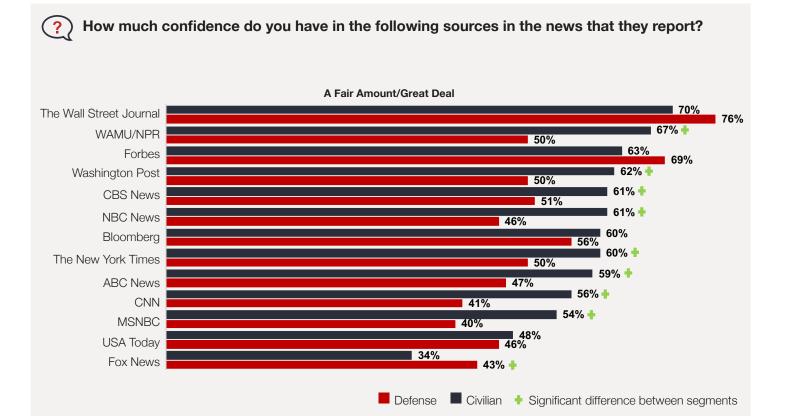




## **Civilian vs. Defense**

### **CONFIDENCE IN NEWS SOURCES**





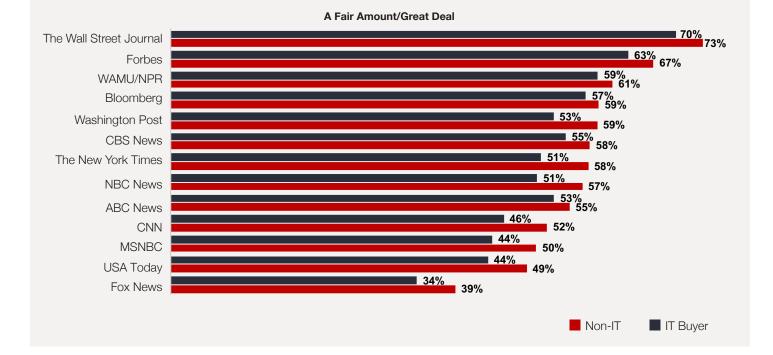


## Federal IT Buyer vs. Non-IT Buyer

### **CONFIDENCE IN NEWS SOURCES**



How much confidence do you have in the following sources in the news that they report?







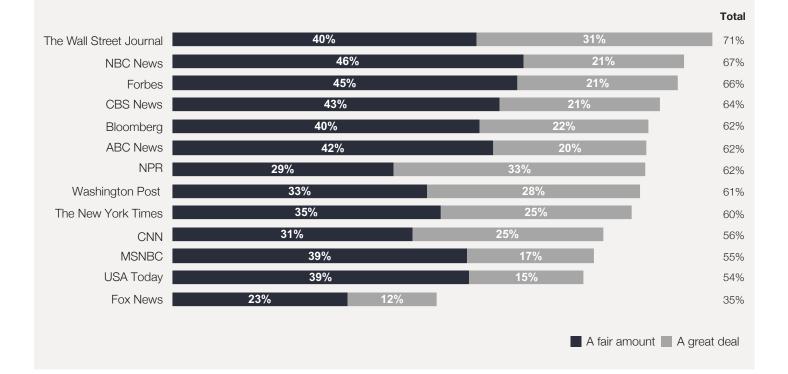
## **State & Local**

**CONFIDENCE IN NEWS SOURCES** 



?

How much confidence do you have in the following sources in the news that they report?





## S&L IT Buyer vs. Non-IT Buyer

**CONFIDENCE IN NEWS SOURCES** 



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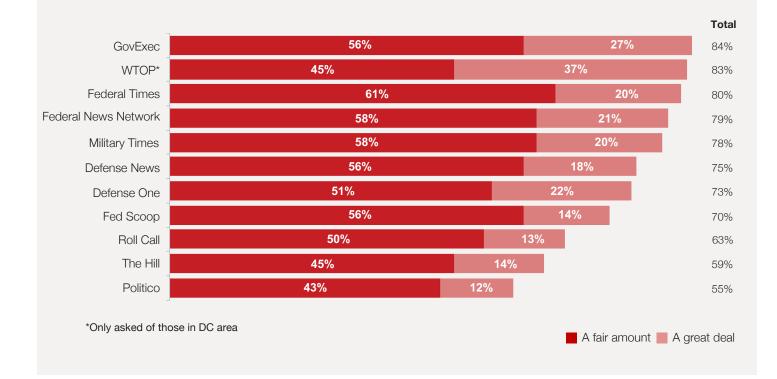


**Federal** 

### **CONFIDENCE IN NEWS SOURCES: GOVERNMENT MEDIA**









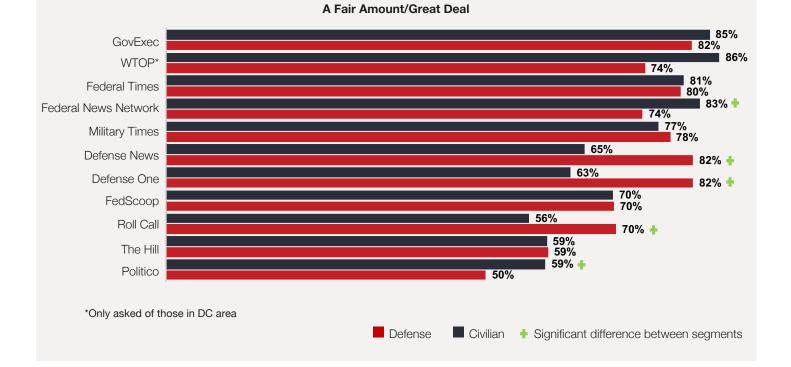


## **Civilian vs. Defense**

### **CONFIDENCE IN NEWS SOURCES: GOVERNMENT MEDIA**



(?) How much confidence do you have in the following sources in the news that they report?



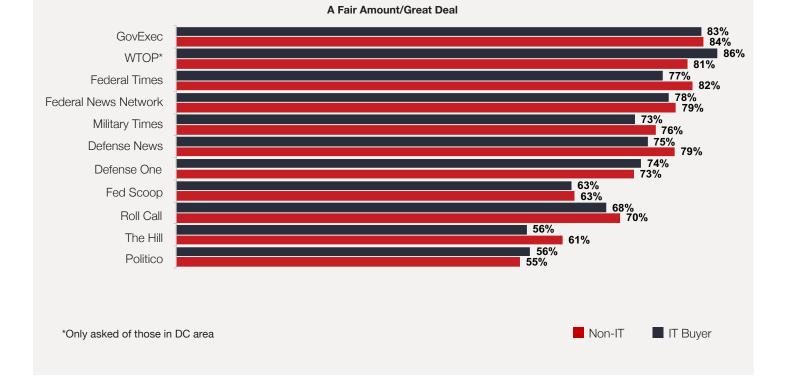


## Federal IT Buyer vs. Non-IT Buyer

### **CONFIDENCE IN NEWS SOURCES: GOVERNMENT MEDIA**



How much confidence do you have in the following sources in the news that they report?



(?)



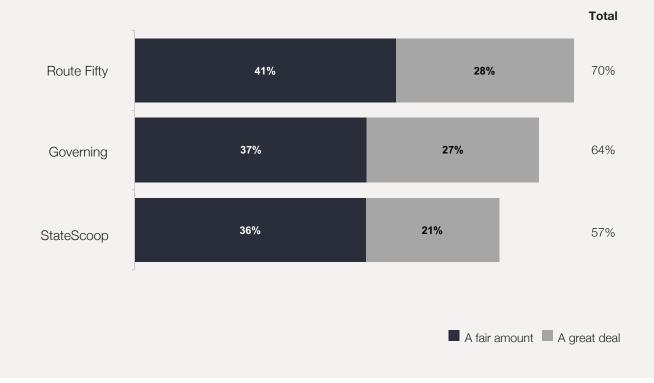
## **State & Local**

### **CONFIDENCE IN NEWS SOURCES: GOVERNMENT MEDIA**



?

How much confidence do you have in the following sources in the news that they report?



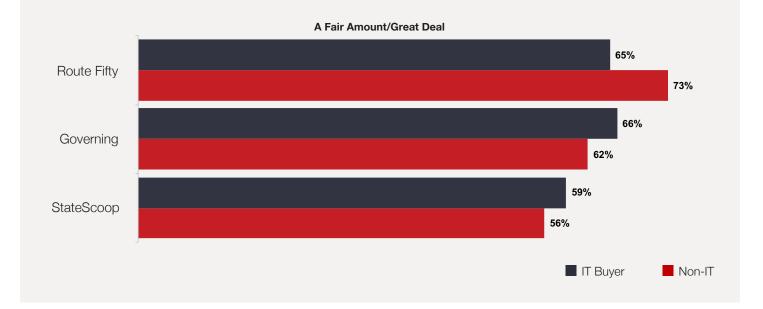


## S&L IT Buyer vs. Non-IT Buyer

**CONFIDENCE IN NEWS SOURCES: GOVERNMENT MEDIA** 







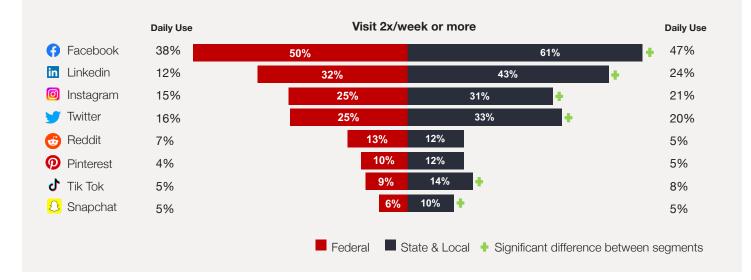


## **Federal and State & Local**

SOCIAL MEDIA USAGE - STEADY WITH A LOT OF DIVERSITY



Please indicate how often you visit the following social networking sites:



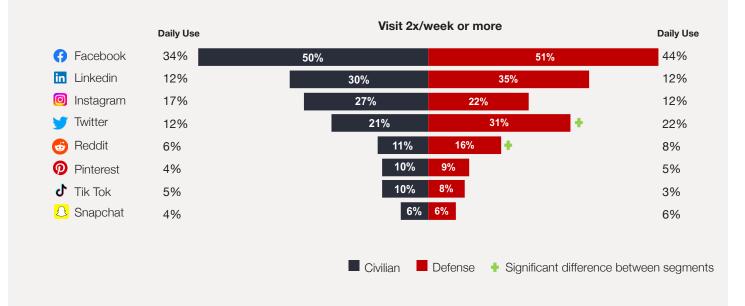


## **Civilian vs. Defense**

SOCIAL MEDIA USAGE - STEADY WITH A LOT OF DIVERSITY



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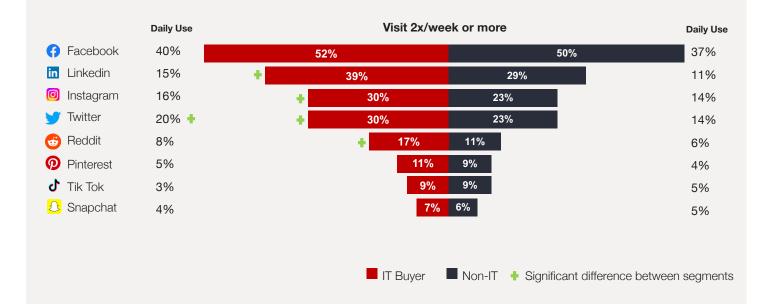


## Federal IT Buyer vs. Non-IT Buyer

### SOCIAL MEDIA USAGE - STEADY WITH A LOT OF DIVERSITY



Please indicate how often you visit the following social networking sites:



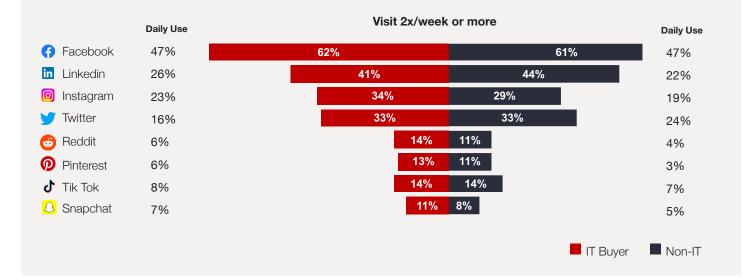


## S&L IT Buyer vs. Non-IT Buyer

SOCIAL MEDIA USAGE - STEADY WITH A LOT OF DIVERSITY



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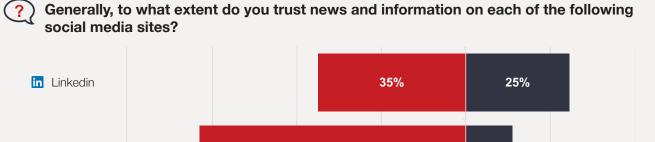


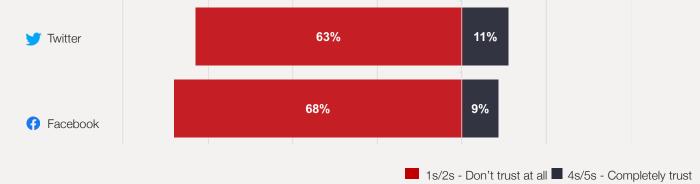


**Federal** 

### SOCIAL MEDIA: TO TRUST, OR NOT TO TRUST?









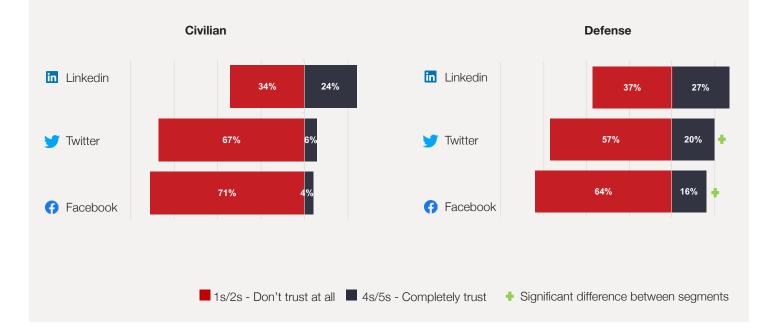


## **Civilian vs. Defense**

SOCIAL MEDIA: TO TRUST, OR NOT TO TRUST?



**Generally, to what extent do you trust news and information on each of the following social media sites?** 



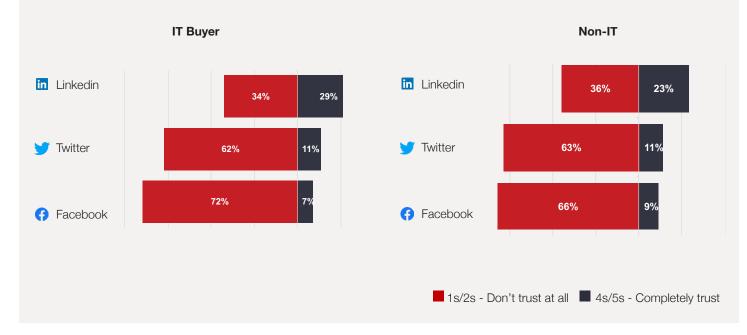


## Federal IT Buyer vs. Non-IT Buyer

SOCIAL MEDIA: TO TRUST, OR NOT TO TRUST?



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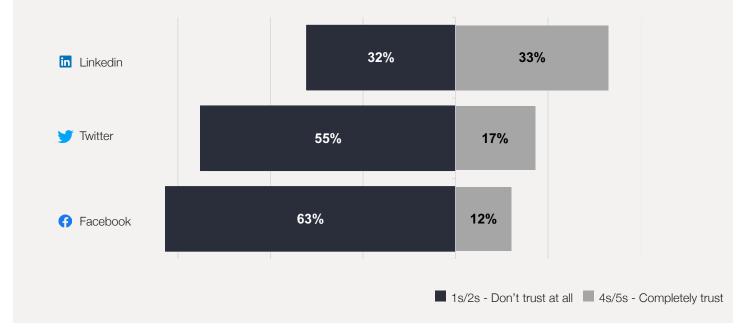


## **State & Local**

### SOCIAL MEDIA: TO TRUST, OR NOT TO TRUST?



(?) Generally, to what extent do you trust news and information on each of the following social media sites?





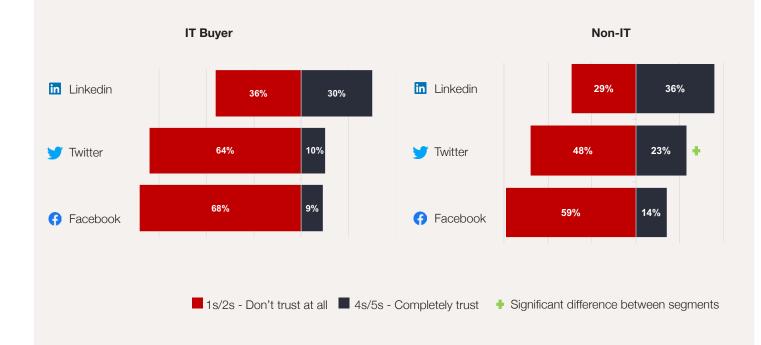
## S&L IT Buyer vs. Non-IT Buyer

SOCIAL MEDIA: TO TRUST, OR NOT TO TRUST?



?

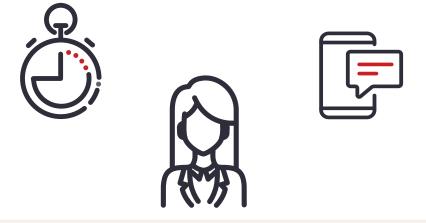
Generally, to what extent do you trust news and information on each of the following social media sites?



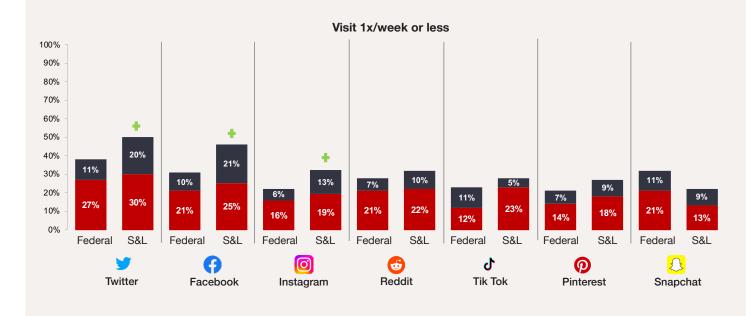


## **Federal and State & Local**

HALF USE TRADITIONALLY PERSONAL SOCIAL MEDIA FOR WORK



How frequently do you use each of the following social media sites for work-related purposes?



Sometimes Often + Significant difference between segments

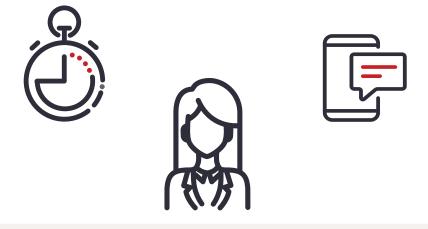
\*Base= Users of Social Media Platform

(?)



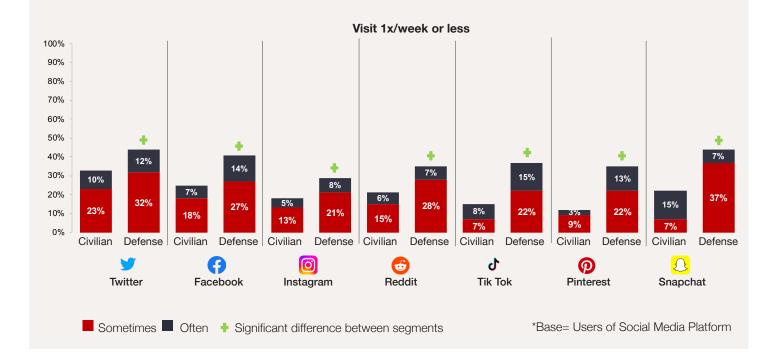
## **Civilian vs. Defense**

HALF USE TRADITIONALLY PERSONAL SOCIAL MEDIA FOR WORK





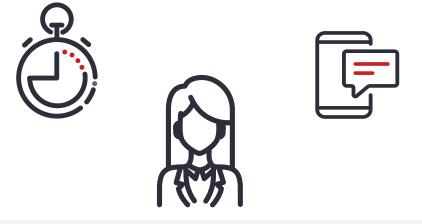
How frequently do you use each of the following social media sites for work-related purposes?





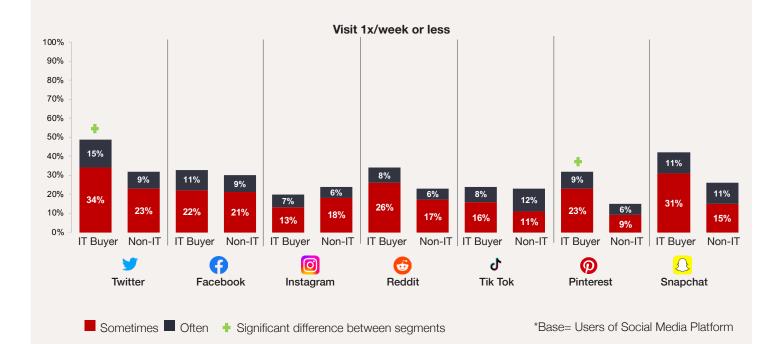
## Federal IT Buyer vs. Non-IT Buyer

HALF USE TRADITIONALLY PERSONAL SOCIAL MEDIA FOR WORK





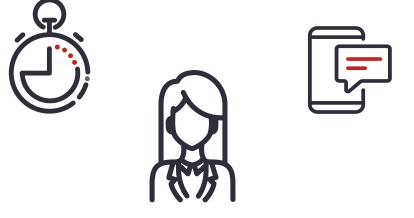
How frequently do you use each of the following social media sites for work-related purposes?





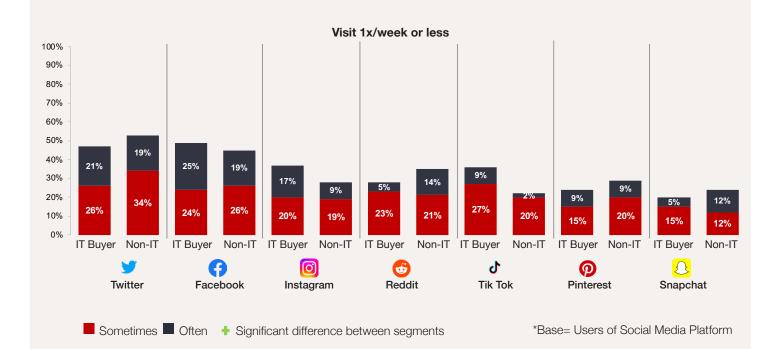
## S&L IT Buyer vs. Non-IT Buyer

HALF USE TRADITIONALLY PERSONAL SOCIAL MEDIA FOR WORK





How frequently do you use each of the following social media sites for work-related purposes?



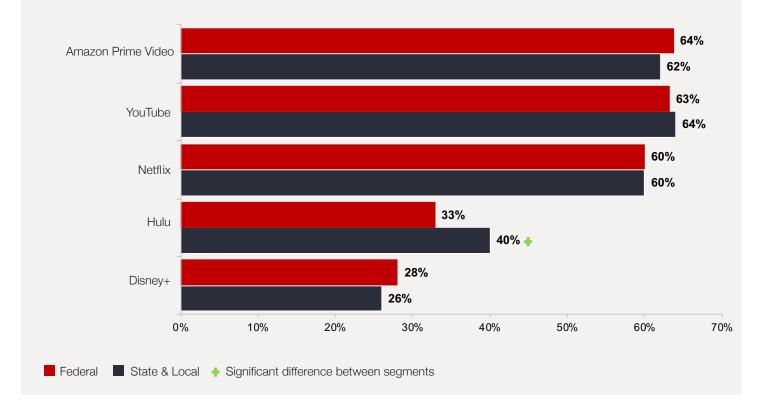


## **Federal and State & Local**

**TOP STREAMING SITES** 



?



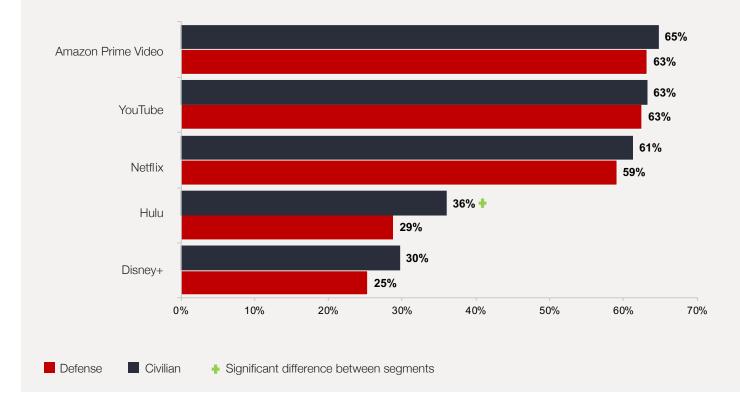


## **Civilian vs. Defense**

**TOP STREAMING SITES** 







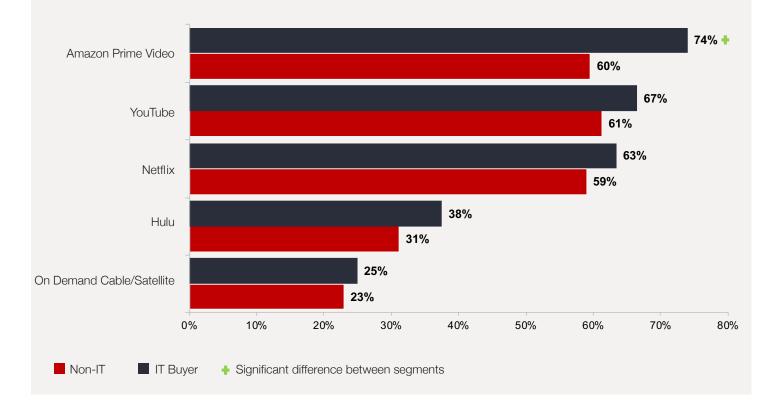


## Federal IT Buyer vs. Non-IT Buyer

**TOP STREAMING SITES** 



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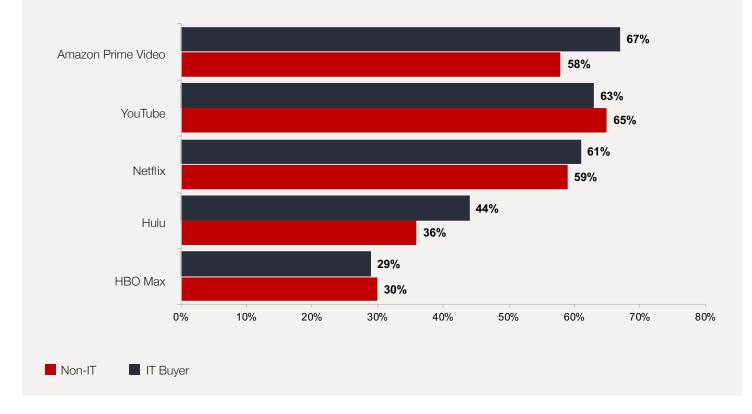


## S&L IT Buyer vs. Non-IT Buyer

**TOP STREAMING SITES** 



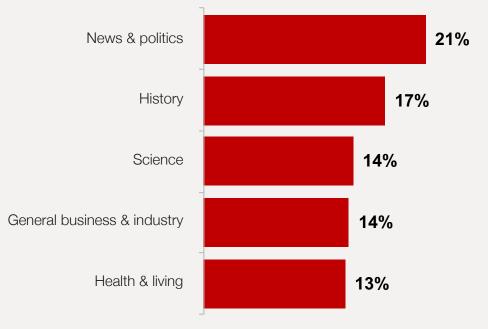










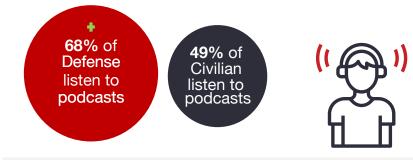




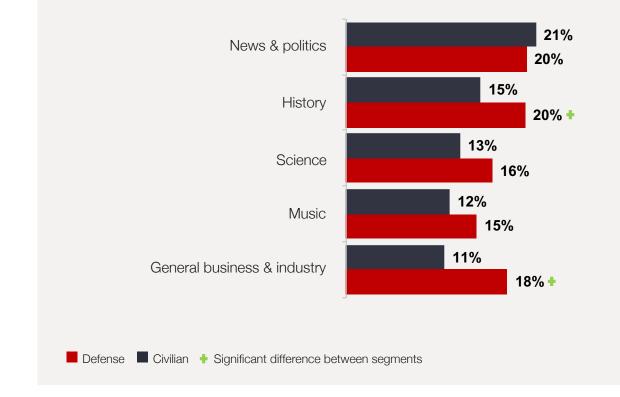
## **Civilian vs. Defense**

**TOP 5 TYPES OF AUDIO PODCASTS LISTENED TO** 

17% of Civilian and
22% of Defense report
listening 15+ minutes on
an average workday



(?) Which of the following, if any, types of audio podcasts do you listen/subscribe to?

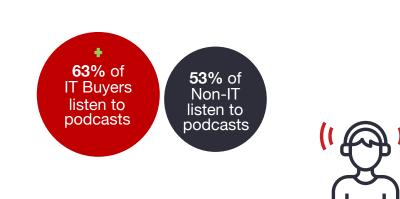






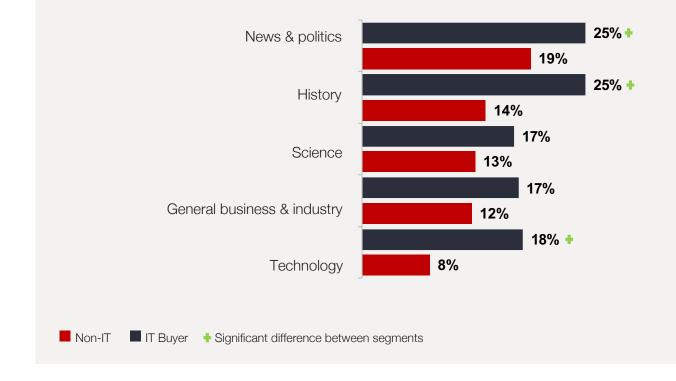
## Federal IT Buyer vs. Non-IT Buyer

### **TOP 5 TYPES OF AUDIO PODCASTS LISTENED TO**



23% of IT Buyers and
17% of Non-IT report
listening 15+ minutes on
an average workday

(?) Which of the following, if any, types of audio podcasts do you listen/subscribe to?







## **State & Local**

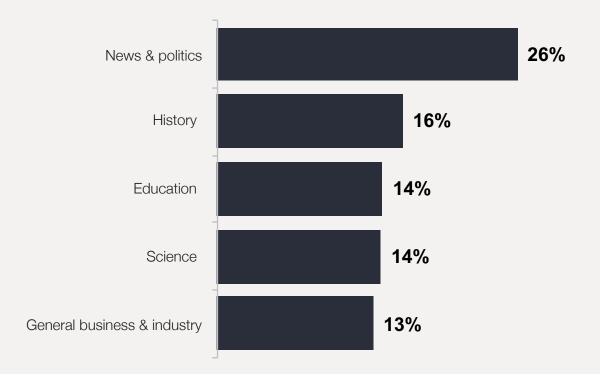
### **TOP 5 TYPES OF AUDIO PODCASTS LISTENED TO**



20% report listening 15+ minutes on an average workday



(?) Which of the following, if any, types of audio podcasts do you listen/subscribe to?



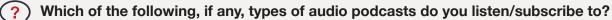




## S&L IT Buyer vs. Non-IT Buyer

### **TOP 5 TYPES OF AUDIO PODCASTS LISTENED TO**





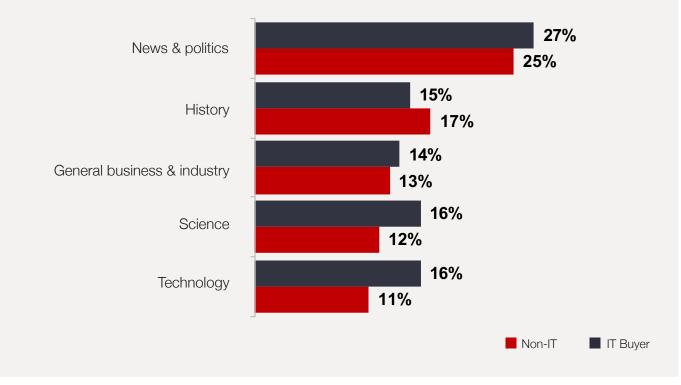


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# DMV: A UNIQUE MARKET



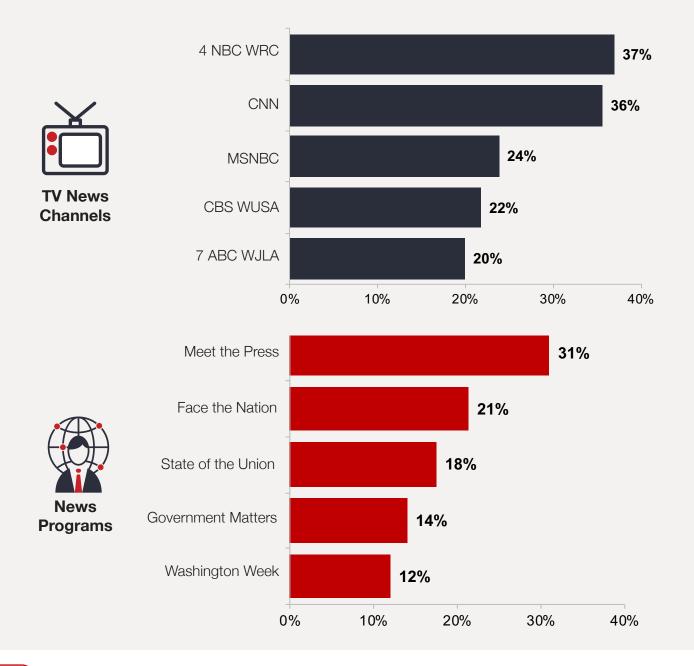


## **Federal**

(?)

DC TOP 5: NBC AND CNN DOMINATE CHANNELS; MEET THE PRESS MOST POPULAR NEWS PROGRAM

Which of the following television channels do you turn to most often for news? Please indicate which of the following news programs you watch. (select all that apply)





(?)

## **Civilian vs. Defense**

DC TOP 5: NBC AND CNN DOMINATE CHANNELS; MEET THE PRESS MOST POPULAR NEWS PROGRAM

Which of the following television channels do you turn to most often for news? Please indicate which of the following news programs you watch. (select all that apply)

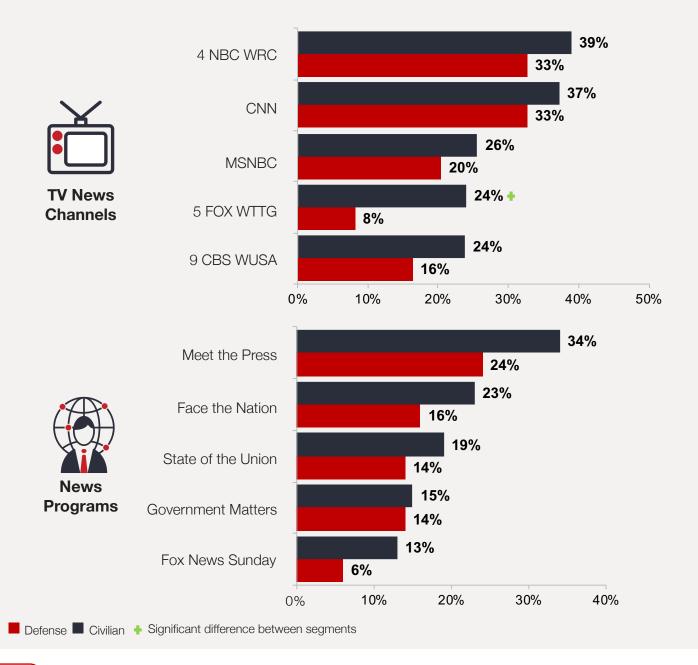


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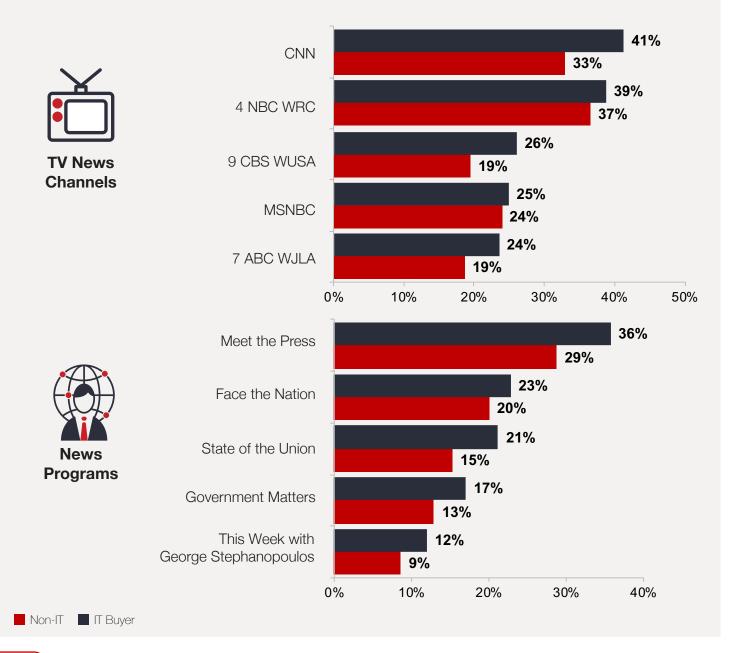


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## Federal IT Buyer vs. Non-IT Buyer

DC TOP 5: NBC AND CNN DOMINATE CHANNELS; MEET THE PRESS MOST POPULAR NEWS PROGRAM

Which of the following television channels do you turn to most often for news? Please indicate which of the following news programs you watch. (select all that apply)









**DC RADIO** 



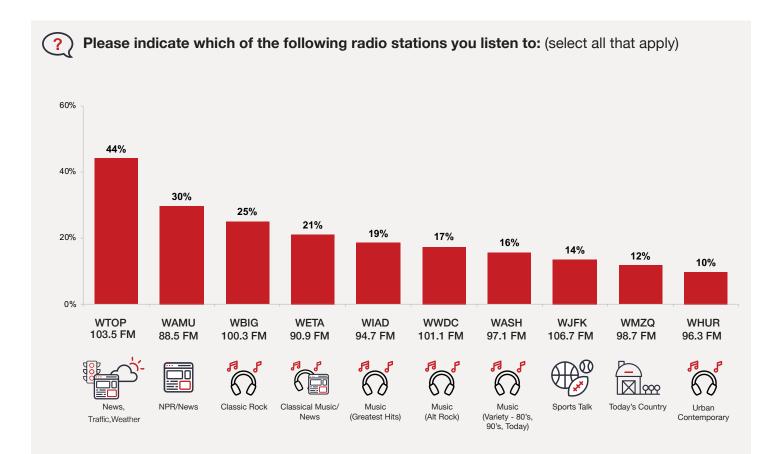


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## **Civilian vs. Defense**

**DC RADIO** 





Please indicate which of the following radio stations you listen to: (select all that apply)

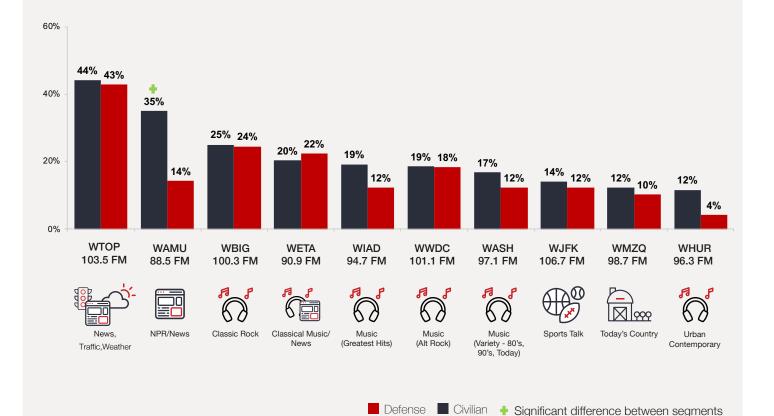


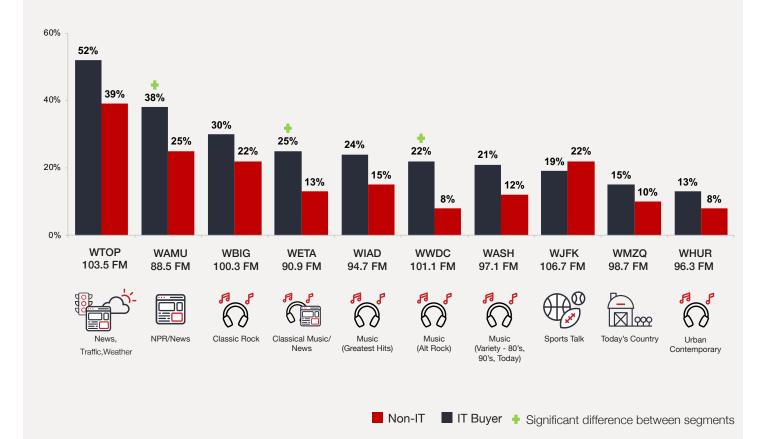
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# Federal IT Buyer vs. Non-IT Buyer









# OBSERVATIONS AND TAKEAWAYS







## PUTTING A RING ON IT: WHERE ARE YOU ON PATH TO ENGAGEMENT?



### **Review your Marketing Goals.**

Marketing goals may differ dramatically ranging from Introductions and Awareness to Familiarity and Consideration.



### **Build Your Media Plan According to Your Goals.**

Customization of media and the ability to target is greater than ever. But building a brand name versus introducing a new product/service require different levels of eyeball engagement.



### Think About Your Reach and Your Frequency.

Fill the top of your funnel with broad campaigns to increase reach; engage your prospects with frequency and informative content.



## BE A SOCIAL MEDIA LIFEBOAT IN ROCKY SEAS

### **Buoy Trust Through Information.**



High levels of skepticism can undermine a social media strategy. Linking to, sharing, or being a credible, respected source of information can improve connection.



### Throw Clickbait Overboard.

Nothing can sink a campaign like a hook that looks fishy. Cautious readers will avoid titles they don't trust.



# Set Sail Across the 50+ Seas. Make Sure Your State and Local Social Media Strategy is Seaworthy.

Social media usage is higher among the state and local audience, giving you a way to visit many ports in only one ship.



## PODCASTS ARE PERMANENTLY OUT OF WAYNE'S BASEMENT



Podcasts are Continuing to Connect, but like Streaming Services are Built on Reaching Specific People.

The dream of mass consumption was dashed early on. Podcasts must be launched with a specific audience in mind.

### (())) ()) ())

### Cater to the Distracted Listener.

Commuters are back on the road, and podcasts are going with them. Let the audience know what you're going to tell them, tell them, and then remind them what you told them (all in 15 minutes).



### Be Specific in the Content.

Podcasts are a source for news and information. Build your content around current events and recent stories with an eye toward the future.



## ON THE ROAD AGAIN: IN PERSON EVENTS ARE PART OF 2023

### In Person Events are Gaining Steam.



The desire to attend in person events continues to climb, but it's driven as much by networking as it is information. Events early in 2023 can have a heavy networking component, but continue to ensure quality content throughout the year.

### Eyes and Ears of Travelers are Open.



Airports are prime real estate as we will continue to see growth in travel of Federal workers. However, economic worries may keep the leisure travelers at bay and limit the State and Local officials.



### Keep Hybrid Going.

Almost one-quarter of individuals are still not getting out and about, even for pleasure. They won't for work either. Online events and access will still be needed.



# APPENDIX, DEMOGRAPHICS & METHODOLOGY, CONTACT INFORMATION







### FULL LIST OF DIGITAL SITES

ABCNews.com AccuWeather.com AFA.org AirForceMag.com AirForceTimes.com AmericanCityandCounty.com AOL.com/News ArmyTimes.com ArsTechnica.com AUSA.org AviationWeek.com Axios.com Bizjournals.com/Washington Bloomberg.com BreakingDefense.com BusinessInsider.com C4ISRNET.com CBSNews.com CityandStateFL.com CityandStateNY.com CityandStatePA.com CNBC.com **CNET.com** CNN.com ComputerWorld.com Cspan.org Defensedaily.com DefenseNews.com Defenseone.com DefenseSystems.com Economist.com Engadget.com ESPN.com

FCW.com FederalNewsNetwork.com FederalSoup.com FederalTimes.com FedInsider.com Fedscoop.com FedSmith.com FedTechMagazine.com Forbes.com ForeignAffairs.co ForeignPolicy.com Fortune.com Foxnews.com GCN.com GeekWire.com Gizmodo.com Governing.com GovEvents.com GovExec.com GovTech.com Huffingtonpost.com Informationweek.com Infoworld.com InsideDefense.com Janes.com MarineCorpsTimes.com MarketWatch.com Military.com MilitaryAerospace.com MilitaryTimes.com MSNBC.com NationalDefenseMagazine.org NavyTimes.com

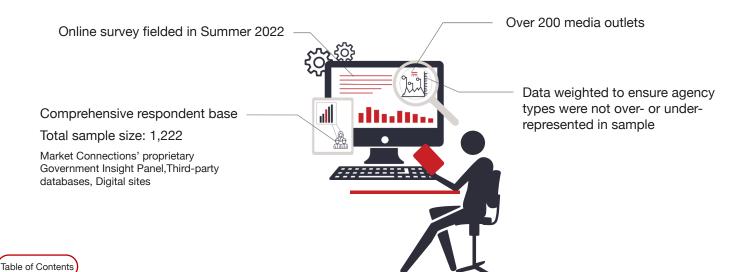
NBCNews.com Newsmax.com Newsweek.com Newyorker.com Newyorktimes.com Nextgov.com NPR.org OANN.com Politico.com RouteFifty.com ScientificAmerican.co Spacenews.com StateScoop.com TechRadar.com Techwire.net TheAtlantic.com The-Atlas.com TheHill.com TheVerge.com Time.com USAToday.com USNews.com Washingtonian.com WashingtonPost.com WashingtonTimes.com Weather.com Wired.com WSJ.com WTOP.com Yahoo.com/News ZDNet.com

M4PS <u>DEMOGRAPHICS</u> & METHODOLOGY

### **Topics Covered**



### Methodology







## Aaron J. Heffron

President, Research & Forecasting at GovExec aheffron@govexec.com



## Laurie Morrow

Vice President, Research Strategy

Imorrow@govexec.com



# **Elizabeth Lowery**

Research Director elowery@govexec.com

### **ABOUT MARKET CONNECTIONS**

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