

*Final  
Report*

**PRE-TEST OF NEW ADVERTISING  
FOR CANADIAN FORCES RECRUITING**

Presented to:

Department of National Defence  
February-March 2006

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## SECTION 1: EXECUTIVE SUMMARY

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### 1.0 EXECUTIVE SUMMARY

#### 1.1 BACKGROUND

The following excerpt from the research brief provides the relevant background for this study:

***Rationale:*** Every year, the Canadian Forces (CF) needs to enrol over 5,000 Regular Force (full-time) and 5,000 Reserve Force (part-time) members in over 100 different occupations to meet attrition levels. In this year's Speech from the Throne, the Government has committed to hire an additional 5,000 Regular Force troops and 3,000 Reserve Forces so that the CF "may be better prepared and equipped to meet (these) challenges". The addition of 8,000 CF members over the next five to six years is one of the key pieces of the recently announced Defence Policy Statement.

*The recruiting environment in Canada adds to the complexity of this challenge for the CF. The labour market remains highly competitive and is in a constant state of evolution. Because of the demographic curve, the CF target group (18-34 y.o. Canadians) is beginning to shrink and the situation will get worse until at least 2020. As the talent pool for skilled and semi-skilled workers continues to diminish, organizations have increased their bids in an effort to attract the increasingly scarce talent. This, in turn, has increased the CF's challenge to not only recruit qualified personnel but also to retain them over the longer term.*

*Similarly, this demographic cohort has also shown a change in careers drivers – no longer is one employer with stability and benefits the rule. Today's youth are looking for such things as a competitive salary with flexible hours and a balance between work and family. Quality of life issues are increasingly important in making career choices.*

*Additionally, the CF target audience for recruiting is really composed of two distinct generations: the Generation X/Baby Bust, those born between 1971 and 1980, and the Nexxus Generation, those born between 1981 and 1989. Successfully reaching individuals within these two groups requires a different approach. As well, within these two groups, the audience is scattered - they are the professional or the tradesman, the university, college, or high school student, the individual starting their career, or the individual looking for a change.*

*Significant quantitative research was conducted in March 2005 to identify the perceptions and attitudes of young Canadians (16-34) toward the CF, as well as establish the psychographic and demographic profile of this target audience. A significant qualitative research study followed in July to provide detailed information on the perceptions and attitudes of young Canadians (18-34) and their influencers toward the CF. Both of these studies were used to design the new television advertising concept for CF recruitment campaign. Pre-test of four different concepts occurred in early September. Based on this research, the advertising agency has refined one of these concepts much further.*

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The research in question has had the effect of orienting the recruitment communication strategy by demonstrating that there are significant gender-specific and disposition-based differences in what motivates people to join. More specifically, the learning to date has demonstrated that men in general, and men disposed to join the CF in particular were generally less responsive to the CF positioned as place to find a career, but seemed to respond very positively to the CF as a place to find action and engagement.<sup>1</sup> This ad concept, therefore, represents an evolution of sorts in how the CF approaches its recruiting communications, and is predicated on the following assertions:

- First, that a general “one size fits all” communications strategy is less likely to motivate key target audiences than one that accounts for how the general audience of recruits segments.
- More specifically, that *young men already predisposed to join the CF* require messaging that expands beyond the CF as a place for a career, and that messages that underscore the essentially military attributes of the CF’s mission and purpose will be more inspiring to them, and serve more adequately to motivate them.

Finally, it is also generally expected that messages of this character will serve to re-align public perception of the CF in a manner that is more in-keeping with its current deployments.

The objectives of this study, therefore, were to pre-test this near finished ad with specific audiences, and to assess the extent to which the ad itself and by extension the strategy behind it are supported by the perceptions and reactions of potential recruits. In this sense, the objectives for this project extend somewhat beyond the normal measures for a “pre-test” to include some element of strategy and positioning assessment.

The methodology used in this study reflects the very specific nature of the questions at hand, and particularly the related need to assess not only how this ad performs, but how it

## SECTION 1: EXECUTIVE SUMMARY

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performs *with whom*. In effect, an adequate assessment of this concept requires not only that the concept be evaluated, but the ability to measure differences in evaluation between audiences of different disposition toward the CF. To this end, a hybrid “qualitative-quantitative” methodology was used, where groups of some 45 to 50 potential CF recruits were gathered together in different cities, queried as to their disposition toward the forces, and exposed to the ad in an effort to measure their response. These quantitative measures were then used to isolate sub-groups of participants based on both their disposition toward the CF and their response to the ad.

**The reader is cautioned that the use of quantitative measures in this study does not change the fundamental limitations of this methodology. As is the case for all kinds of research, the reader is cautioned to treat all findings and assertions here with a measure of restraint and common sense. In this study in particular, the reader should be mindful that the study population was not chosen at random, but rather as a function of their circumstances, behaviour and attitudes. For this reason among others, the findings here cannot and should not be extrapolated to the larger population. By the same token, the combination of qualitative and quantitative feedback were meant to be used and analyzed together, with one adding depth and substantiation to other. To the extent that the reader proceeds accordingly, they do add a measure of validation to our findings.**

The measures and standards used to assess the relative performance of this ad and the related strategy were as follows:

- The ad would be determined appropriate and the strategy properly aligned if the more positively predisposed members of the research audience responded *relatively* more favourably than the less predisposed.
- In a parallel and equally important sense, such predisposed audience would have, in addition to a relatively more positive response to the ad, also have found it inspiring or motivating.

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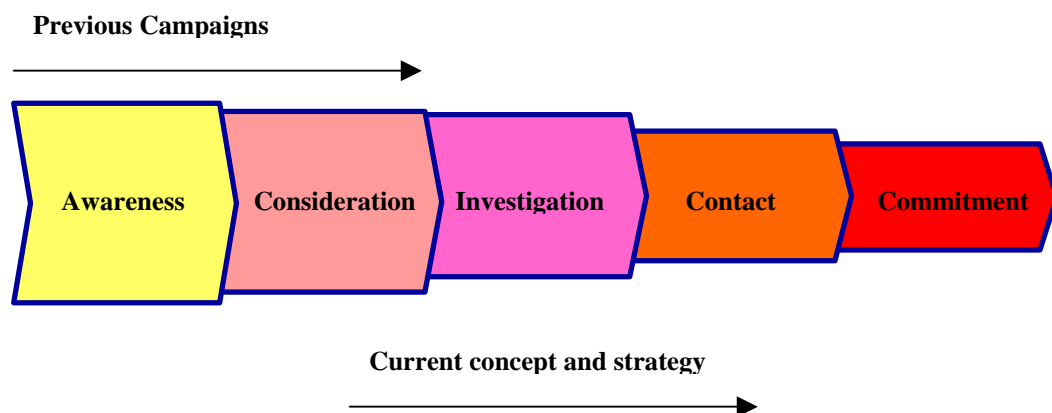
<sup>1</sup> This study also provided insight into the nuances of positioning the CF for other audiences as well. See “Positioning the Canadian Forces for Recruiting Purposes”, Patterson, Langlois Consultants, August 2005.

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- Finally, the ad and the strategy would need to be demonstrably devoid of any negative, unanticipated or unexpected messaging or positioning implications for the remainder of participants who are disposed, but perhaps less enthusiastic about joining the CF.

A good way to articulate the appropriate measures is to consider how effective the ad and the related strategy are in moving potential recruits down a “disposition funnel”. Every potential recruit to the CF goes through a series of stages each representing a different level of disposition, starting with awareness, followed by consideration, investigation, contact, and finally commitment. Whereas previous campaigns were arguably designed to promote awareness and consideration of the CF, targeting a wider “general” audience and promoting the more widely appealing aspects of the CF’s vocation, the current ad is best understood – and measured – as a function of how well it moves those already considering the CF to investigation, contact and stages beyond. Therefore, whether or not a presentation of the CF’s more military attributes will indeed prove more compelling to recruits who are more disposed, and will in fact be more effective at moving downward in this funnel than the previous campaigns is the essential question of this research. The following diagram illustrates the different stages of disposition and how campaigns past and this current piece differ in terms of targeting and motivational impact:



## SECTION 1: EXECUTIVE SUMMARY

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### 1.2 SUMMARY OF FINDINGS

The following points summarize the essential findings of this research:

- First, we can assert with confidence that the process undertaken here allowed for an adequate and accurate identification of participants along dispositional lines. In effect, the questions asked and the various measures put in place to validate responses suggest that the participants in this study were effectively segmented across the spectrum of disposition toward the CF. Furthermore, this segmentation accounts both for *interest* in the CF generally, but also for different kinds of motivations for considering the CF. One of the most telling dimensions to emerge from this segmentation is the distinction between those who express an interest in the CF for what it can do for them, and those whose interest is more tied to the role and purpose of the CF in general, and to the CF's military vocation and attributes<sup>2</sup>.
- The findings of this research clearly establish that the ad appeals to the more disposed segments of the audiences, and does so by evoking and then reinforcing the motives behind their interest. By the same token, the ad also alienates some of the less disposed by reminding them of the reasons for their hesitation and doubts surrounding the military. In effect, the fact that these two influences appear to be inherent to the same ad suggests that one of its primary characteristics is that it enhances and amplifies the central disposition-affecting aspects of the military. This conclusion is supported by both the quantitative feedback (which shows that the more positively disposed are brought to a higher degree of interest in the CF, and that the less positively disposed are brought to a decreased degree of interest), and by the comments of participants in qualitative sessions.
- From our qualitative sessions, we have learned that the ad conveys many messages, some of which are perceived to be positive, and some which are perceived to be negative. The positive ones are most prominent among the predisposed and in effect convey something that many feel have been missing in the CF's traditional messaging, namely an unflinching acknowledgement of the CF as a military force, with all of the intensity, risk and strong sense of purpose that implies. The negative ones are prominent among the least disposed, and reflect a predictable *discomfort* with the same.

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<sup>2</sup> The term "military vocation and attributes" will be used repeatedly throughout this report, and is meant as a simplified reference to the CF's particular military orientation and all that that implies, including the application of force as a solution to problems, unlimited liability and so on.

## SECTION 1: EXECUTIVE SUMMARY

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- The ad has very strong “ad performance” qualities, showing every sign of capturing and commanding the attention of viewers, and particularly the predisposed audience it was designed for.
- The ad also has scenes in it that are misunderstood, and these in turn are the source of considerable controversy and discomfort. These scenes and the decision to use “terror” as the defined enemy tend to polarize reactions, and may not be essential to preserving the core impact and message of the piece.

### 1.3 CONCLUSIONS

When we examine the broad reactions to this ad, potential to both inspire and alienate emerges with some importance. The messaging here underscores the fundamentally divisive aspects of the CF’s orientation, purpose and leaves few participants indifferent. By the same token, and particularly when we examine these results from the perspective of the strategy behind this ad, it also becomes clear that these controversial qualities are in many ways appropriate to the CF’s current deployments and mission. In this light, it is useful to consider that there is little in this recruiting ad that isn’t being underscored by current events.

The more important and central question at hand here, however, is how this communications tool will impact the *recruiting* equation. Clearly, the ad’s controversial qualities are felt in this context as well, given that many participants in this exercise were visibly alienated by its messages. Ultimately, however, it is not in the “what” this ad does, but rather in the “whom” it does “what” to that we may find clarity with respect to its implications. Without a doubt, the findings from this research suggest that this ad will effectively reach out to those who are interested in the CF precisely *because* of the organization’s military vocation and attributes, and by the same token, may serve to alienate those who are interested in the CF *despite* their reservations about the same. Undeniably, one of its strongest impacts is to remind everyone that the CF is ultimately a serious organization, engaged in serious business with serious risks attached, and one that has the application of force as a primary tool built into its essential reason for being. Many participants recognize that this particular acknowledgement has long been missing from the



## **SECTION 1: EXECUTIVE SUMMARY**

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CF's "pitch" to potential recruits, and many of even the most reserved about the military concede that this reinforcement is a good thing.

Another very clear finding from this process is that for many participants of a more moderate disposition toward the CF, ones who do not necessarily embrace a combat arms role, the new ad is too highly charged and uni-dimensional. These people make a resonant and effective case for an ad with the more traditional emphasis on training, jobs, careers, challenge and so on. Their point of view forms part of a coherent case for *both* types of ads as each would form an essential component of a more complete picture of the CF.

Finally, this process has also provided insight into the subtleties of this audience's sensitivities to how Canada projects its force in the world. While some may feel discomfort at being reminded that the CF is, after all a military organization conceived and intended to operate where force is necessary, most concede that this is something they already know, and that they will ultimately accommodate this truth. Other notions hinted at in this ad, however, and particularly those that may suggest that this force is being projected at some other nation's behest, or in an unwelcoming local context seem to portend the potential for larger controversy. To this end, the choice to evoke the CF's desire to "Fight Terror" and some of the more aggressive scenes in this ad may prove more provocative than necessary to underscore this other previous and essential message.

These findings lend themselves to the following conclusions:

- The new ad evaluated here, while problematic to some, ultimately reinforces the CF's fundamental nature and reason for being. In addition, this ad conveys this message in a manner that will serve to reinforce the seriousness of enrolling, and speak directly to those whose interests are compatible, and who are personally comfortable with the military vocation. In this sense, such an ad would seem indispensable to the CF's current recruiting challenge.
- The results of this research also underscore that the new ad's orientation, while arguably necessary and desirable, should not supplant the messages that underscore the CF as a place to find a job, a career, education, training, opportunity, challenge and so on. These motives remain present and necessary for a large portion of

## **SECTION 1: EXECUTIVE SUMMARY**

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participants whose disposition remains positive, but somewhat mitigated vis-à-vis the military's more aggressive attributes.

- Some elements in the new ad are misunderstood and have the potential to convey messages that are unintended (for example, that the CF is a largely unwelcome and overtly aggressive presence in some deployments) and unnecessarily troubling, and may warrant reconsideration.

## **SECTION 2: OBJECTIVES**

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### **2.0 OBJECTIVES**

The overall objective of this study was to re-assess a television ad from the perspective of populations that are representative of the broad target groups (men and women between the ages of 18 and 24) for Canadian Forces recruiting. This concept was tested for the following:

- General appeal and “likeability”;
- Its communicational implications, specifically with respect to what it suggests about the nature and appeal of the Canadian Forces;
- Overall comprehension of the messaging elements contained in the concept, specifically with respect to primary and secondary messages and perceived target audience;
- Credibility of the messages perceived and the messenger;
- Reactions to visuals;
- Suggestions for improving the concept;
- Evidence of any potential unanticipated or unintended reaction to the concept or elements therein.

In addition, this concept was assessed against a very specific targeting standard, namely that it be perceived to be aimed at people who are more openly disposed toward the military. This inherently adds an element of attitudinal measurement and audience profiling to the objectives of this study.

## SECTION 3: METHODOLOGY

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### 3.0 METHODOLOGY

#### 3.1 CHOSEN METHOD

Given the objectives set out for this study, the method of hybrid qualitative-quantitative interviewing was selected as the most appropriate. This method involved gathering some 45 to 50 young people (aged 18 to 24) and deploying quantitative methods to determine attitudes, socio-demographic variables, and responses to advertising, among other things. These measures were taken with hand-held audience response devices, and tabulated instantaneously on a computer. There were both discreet measures (age, gender, scaled opinions, etc.) and continuous measures, specifically for measuring audience response to the concept. Finally, and given the instantaneous nature of the measures available, this quantitative data was then used to isolate participants based on relevant data for the purposes of follow-up qualitative work. The combination of these two modes of inquiry allow for substantive improvements to both kinds of measures: The follow-up qualitative allows for a better understanding of the perceptions, attitudes, opinions and beliefs that “drive” broad responses. The quantitative measures allow for more focused qualitative – permitting us to compose groups of people who are more homogenous in reaction, disposition, and so on.

**The reader is cautioned that the use of quantitative measures in this study does not change the fundamental limitations of this methodology. As is the case for all kinds of research, the reader is cautioned to treat all findings and assertions here with a measure of restraint and common sense. In this study in particular, the reader should be mindful that the study population was not chosen at random, but rather as a function of their circumstances, behaviour and attitudes. For this reason among others, the findings here cannot and should not be extrapolated to the larger population. By the same token, the combination of qualitative and quantitative feedback were meant to be used and analyzed together, with one adding depth and substantiation to other. To the extent that the reader proceeds accordingly, they do add a measure of validation to our findings.**

## **SECTION 3: METHODOLOGY**

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### **3.2 NUMBER AND LOCATION OF GROUPS**

A total of 5 supergroups and 10 “focus groups” were held in different cities across Canada. All of the groups were held between February 13 and 21, 2006. The cities selected for this study were (in order of execution) Victoria, Edmonton, Sherbrooke, Halifax and Hamilton.

### **3.3 PARTICIPANT RECRUITING CRITERIA**

Participants were selected based on their perception and views of the CF, and in a manner intended to ensure that each super group was composed of individuals who cover the full attitudinal spectrum vis-à-vis the CF, save for those who cannot picture themselves in the military. In addition, the recruitment excluded people whose career path was definitive, allowing for no possibility of change. In addition, no more than 10% of the entire group was composed of people who are married or who have kids. Finally, the participants in these sessions were chosen for their propensity to intense activity, indicated by participation in at least three of any of the following:

- camping
- travel
- playing team sports
- listening to music
- snowboarding
- martial arts
- playing computer games

These activities were listed and formed part of the recruiting specification because DND polling data suggest they characterise young Canadians who are predisposed to considering the military.

### **3.4 PARTICIPANT INCENTIVE FEES**

Participants in all groups were offered an incentive of 60\$ for their participation and co-operation in the supergroups and an additional \$40 if they were chosen for the follow-up qualitative sessions.

## **SECTION 3: METHODOLOGY**

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### **3.5 MODERATING AND ANALYSIS**

John Patterson of Patterson, Langlois Consultants was responsible for all aspects related to moderating the groups, the analysis of results and the writing of this report.

## SECTION 4: DETAILED RESULTS

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### 4.0 DETAILED RESULTS

#### 4.1 THE “PRE-DISPOSED” WERE ADEQUATELY IDENTIFIED IN THIS PROCESS

Given that a key objective of this research process was to assess how the new ad concept was received among audiences according to their differing disposition toward the CF, it is equally essential to assess the extent to which the process allows for them to be identified and isolated as a homogenous and distinct sub-segment of the research population. To this end, the process presumed that a simple “how much have you considered the CF” wouldn’t suffice, as it seemed reasonable that a significant measure of disposition would be somewhat more complicated. Accordingly, several questions were asked – notably about the extent to which participants were able to *picture* themselves in the CF, how much they had *considered it*, and finally, the degree to which they felt they *know* what life in the military is all about.

Based on the findings, we can assert that the questions asked in this process have served adequately for the purposes of identifying and isolating participants based on a tangible measure of “disposition” toward the CF. In effect, one question in particular, which asks participants to stipulate to what extent they can “picture” themselves in the CF and how this imaginative exercise pans out vis-à-vis carrying a weapon seemed to be the most useful in this respect.

## SECTION 4: DETAILED RESULTS

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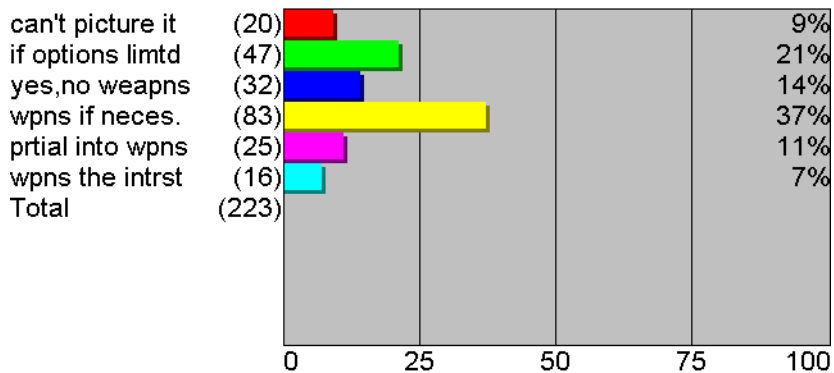
The question was asked as follows:

Which of the following best describes how you think about yourself in the Canadian Forces:

- 1=I can't picture myself in the military, period!
- 2=I might join the military if my other options were limited, but I'm not really the type.
- 3=I can picture myself in the military, maybe, but the weapons stuff is definitely not for me.
- 4=I can picture myself in the military, maybe even with a weapon in hand if it's necessary, but I'd be there for other things (like the money, training, etc.)
- 5=The weapons and that sort of thing are at least part of why I might be interested in the military.
- 6=I'm especially interested in the roles that might have me firing a weapon.

With the following results, which would, as we might expect put the majority of participants somewhere in this middle of the spectrum of disposition:

### DISPOSITION \*





#### **SECTION 4: DETAILED RESULTS**

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Indeed, the chart illustrates that among this research audience (which, we hasten to add, was *pre-screened* to eliminate many of those who would be attitudinally or circumstantially “off target”), the largest proportion would be those that have can picture themselves in the military, but who’s motives for joining would not necessarily involve carrying a weapon. Our qualitative discussions with these people suggest that they are very much as the answer would suggest: They are interested in the CF for a variety of reasons, but not necessarily interested in or into the more aggressive of “military” attributes of the organization. Conversely, the process also suggests that the very “disposed” toward carrying a weapon, and those who simply cannot imagine themselves in the CF are a clear minority.

As we examine each of these sub-groups and their responses to other questions, we also see a considerable amount of “internal consistency” in their responses, particularly to questions about how much they believe the CF is interested in them, how much they have considered or think they know about the CF, and other indicators. All of this data suggests that this particular question can be used to segment participants along dispositional lines.

## SECTION 4: DETAILED RESULTS

For example, the following chart illustrates a linear increase in belief that the CF would be interested in them as the degree of disposition increases:

<b>Agree or Disagree: The Canadian military would be interested in me.</b>	
<b>IN2ME</b>	<b>Pre-Test of CF recruiting Ad</b>

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>DISAGREE STRONGLY</b>	15 6.7%	4 20.0%	4 8.5%	2 6.3%	3 3.6%	1 4.0%	1 6.3%
<b>DISAGREE SOMEWHAT</b>	20 9.0%	2 10.0%	7 14.9%	3 9.4%	8 9.6%	0 0.0%	0 0.0%
<b>DON'T KNOW</b>	61 27.4%	10 50.0%	17 36.2%	13 40.6%	16 19.3%	4 16.0%	1 6.3%
<b>AGREE SOMEWHAT</b>	70 31.4%	2 10.0%	10 21.3%	11 34.4%	32 38.6%	9 36.0%	6 37.5%
<b>AGREE STRONGLY</b>	57 25.6%	2 10.0%	9 19.1%	3 9.4%	24 28.9%	11 44.0%	8 50.0%

And that those who can imagine themselves in the CF are far more likely to have considered the CF, and to feel like they understand what military life is about:

<b>Which of the following best describes the extent to which you've considered the military:</b>	
<b>CONSIDER</b>	<b>Pre-Test of CF recruiting Ad</b>

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>never considered</b>	38 17.0%	16 80.0%	13 27.7%	4 12.5%	3 3.6%	1 4.0%	1 6.3%
<b>just thought about it</b>	77 34.5%	4 20.0%	25 53.2%	19 59.4%	20 24.1%	5 20.0%	4 25.0%
<b>Informal investigation</b>	40 17.9%	0 0.0%	5 10.6%	5 15.6%	20 24.1%	8 32.0%	2 12.5%
<b>more formal</b>	28 12.6%	0 0.0%	1 2.1%	2 6.3%	16 19.3%	5 20.0%	4 25.0%
<b>Contacted military</b>	40 17.9%	0 0.0%	3 6.4%	2 6.3%	24 28.9%	6 24.0%	5 31.3%

**SECTION 4: DETAILED RESULTS**

**Which of the following best describes the extent to which you've considered the military:**

**CONSIDER Pre-Test of CF recruiting Ad**

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>never considered</b>	38 17.0%	16 80.0%	13 27.7%	4 12.5%	3 3.6%	1 4.0%	1 6.3%
<b>just thought about it</b>	77 34.5%	4 20.0%	25 53.2%	19 59.4%	20 24.1%	5 20.0%	4 25.0%
<b>Informal investigation</b>	40 17.9%	0 0.0%	5 10.6%	5 15.6%	20 24.1%	8 32.0%	2 12.5%
<b>more formal</b>	28 12.6%	0 0.0%	1 2.1%	2 6.3%	16 19.3%	5 20.0%	4 25.0%
<b>Contacted military</b>	40 17.9%	0 0.0%	3 6.4%	2 6.3%	24 28.9%	6 24.0%	5 31.3%

Finally, the quantitative data illustrates very clearly that there is a strong male bias to the more favorably disposed toward the military, and *especially* to those groups for whom the carrying of weapons is part of the appeal:

**Please indicate your gender...**

**SEX Pre-Test of CF recruiting Ad**

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>Male</b>	159 71.3%	13 65.0%	28 59.6%	16 50.0%	64 77.1%	22 88.0%	16 100.0%
<b>Female</b>	64 28.7%	7 35.0%	19 40.4%	16 50.0%	19 22.9%	3 12.0%	0 0.0%

## SECTION 4: DETAILED RESULTS

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Ultimately, and despite the apparent consistency of the “disposed” as they are revealed to us in these quantitative measures, our strongest convictions about the validity of these measures of disposition come from *qualitative* feedback – that which was gained from talking to people gathered according to their responses to this variable. From our focus groups, we discovered the following additional insight into how these groups segment:

- Those who “cannot picture themselves in the military, period!” are those, predictably, with the most vocal and present concerns about the general idea of a military in the first place. Clearly, this group, and particularly the women among them are most inclined to question the sense of using force to settle anything, and whether or not a military force is a good thing for Canada. Although this group appears to have some affection for the notion of the CF as a “peace-keeping” organization, it is clearly the humanitarian vocation of the CF that is unproblematic to this group. Although somewhat of a generalization, this group is most inclined to ethical concerns, *in addition* to their limited ability to imagine themselves participating in such an enterprise.
- The next two groups (“I’m not the type” and “the weapons stuff is definitely not for me”) are predictably more sensitive to their *personal* suitability for the CF, but also prone to misgivings about the military vocation in general. This group’s adherence to the notion that they might be able to picture themselves in the military if “their other options were limited” also belies a somewhat opportunistic point of view: Although also somewhat of a generalization, this group would clearly consider the CF for what it can *provide them*, but do this *despite* their personal and ethical hesitations. Combined, this group would have mixed feelings about the military vocation: while all would be reluctant to bear weapons, some believe it may be necessary, underscoring a relative comfort level with the general necessity of force as a tool.
- Participants who subscribe to some or wholesale interest in the military are generally comfortable with all things military, and betray a general confidence that they would be personally suited to the life.

## SECTION 4: DETAILED RESULTS

### 4.2 IMPACT ON THE AD RELATIVE TO DISPOSITIONAL SEGMENTS

An essential component of the strategy (and the measures of performance) behind this ad was that it would *target* predisposed audiences, and move them further in disposition toward the CF. Based on the results of this process, we can assert that this is indeed the case, as supported by several different kinds and sources of findings:

First, the more disposed groups clearly feel that the ad calls to them, as is illustrated by the response to “the CF is interested in me” post-exposure, and relative to the differently disposed segments of the research population. This chart also suggests (as will be explored later in this report), that some elements of the ad apparently convey that the CF is *less* interested in some of the more “semi-disposed” groups:

<p>After seeing this ad, are you MORE or LESS likely to think the Canadian Forces are interested in you? (50 is neutral point)          0=Much LESS likely          100=Much MORE likely</p>	
IN2MEX	Pre-Test of CF recruiting Ad

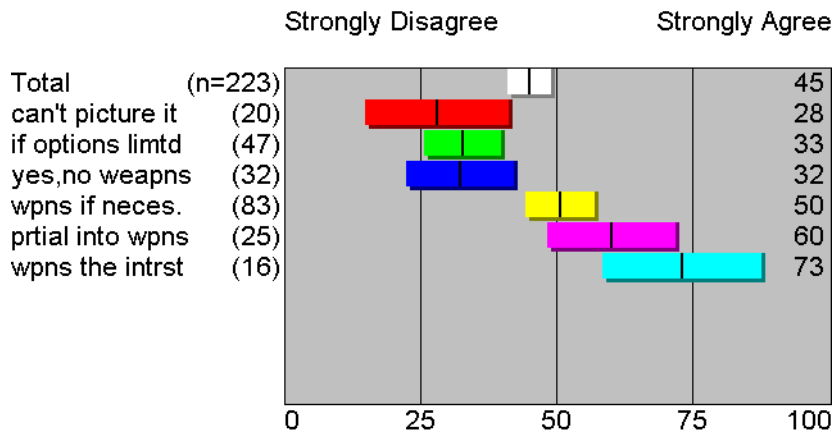
	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>N</b>	223	20	47	32	83	25	16
<b>Mean</b>	58.62	57.30	48.51	41.56	63.87	72.80	74.75
<b>Std. Error</b>	1.66	6.20	2.96	4.13	2.63	3.86	4.18
<b>Median</b>	61.00	61.50	50.00	36.00	70.00	75.00	75.00

## SECTION 4: DETAILED RESULTS

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The following chart illustrates mean scores to “that ad was designed for someone like me”, and here again we see an increase in this response as sub-segments are increasingly predisposed:

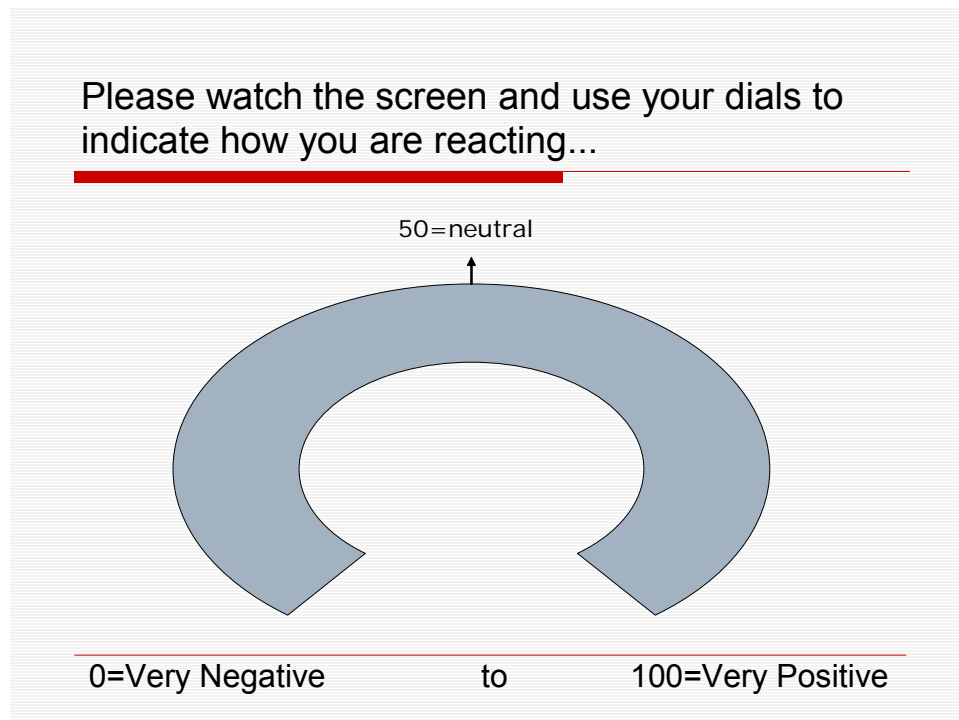
That ad was DESIGNED FOR SOMEONE LIKE ME.



#### SECTION 4: DETAILED RESULTS

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Finally, we have “moment to moment” data which is derived from participants “real time” response to the ad as it unfolds. Using the dials, participants were instructed as follows:



This information is then polled, collated and displayed as an overlay line graph on the ad as it unfolds, allowing us to track how differently disposed audiences compare to one another in their general reaction to the piece. (This technique also correlates specific peaks and valleys in the audience response to specific scenes in the ad, empowering a different kind of analysis which will be detailed later in this report). For the current purposes, however, the following charts serve to underscore an essential finding for this exercise, namely that the more predisposed audiences react more positively to the ad than do those who are less disposed.

#### SECTION 4: DETAILED RESULTS

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The reader will note that the sub-groups identified by individual lines on this diagram were defined in the following manner:

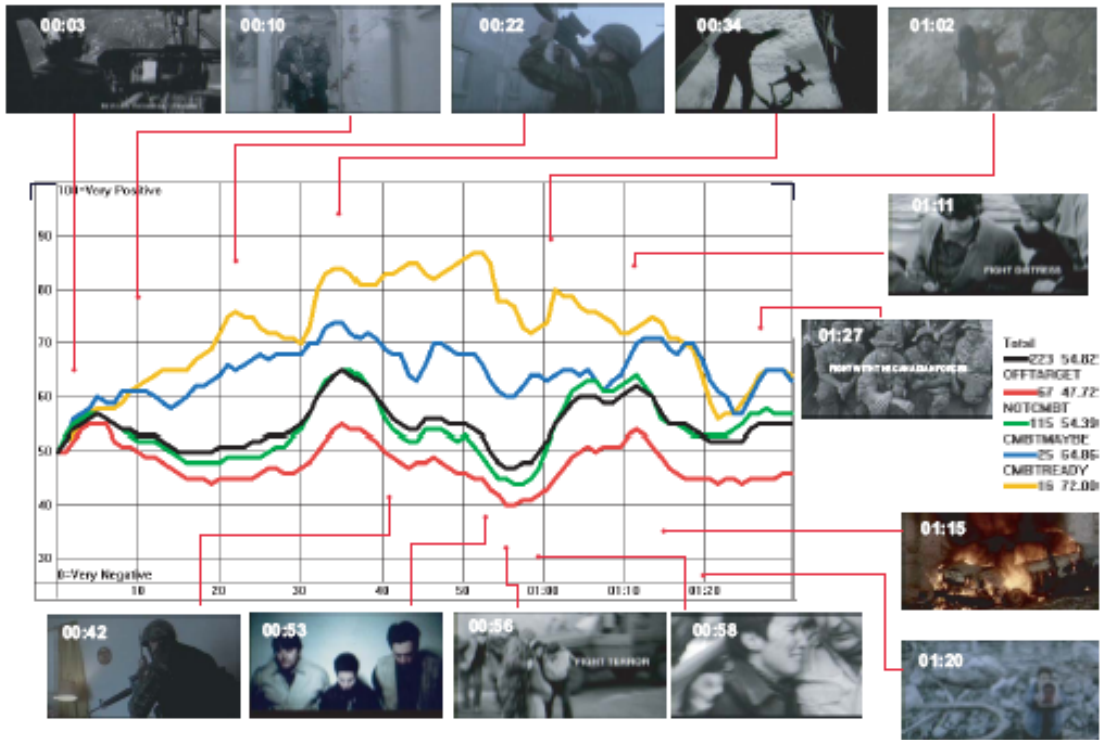
- Off Target** = “Can’t picture myself in the military, period!” **OR**  
“I might join the military if my other options were limited, but I’m not really the type.”
- NotCmbt** = “I can picture myself in the military, but the weapons stuff is definitely not for me.” **OR**  
“I can picture myself in the military, maybe even with a weapon in hand if it’s necessary, but I’d be there for other things (like the money, training, etc.)”
- Cmbtmaybe** = “The weapons and that sort of thing are at least part of why I might be interested in the military.”
- CmbtReady** = “I’m especially interested in the roles that might have me firing a weapon.”
- Total** = All participants on average.

The following chart demonstrates how the differently “disposed” audiences react differently to the ad, with the more “disposed” also being those that react, on average, more positively. In effect, the chart illustrates that with the exception of a few moments, the favorably predisposed toward the CF respond more positively throughout.



## SECTION 4: DETAILED RESULTS

### All Cities



## SECTION 4: DETAILED RESULTS

Finally, we see from the following chart which asks participants to stipulate how the ad affected their interest in the CF that the most disposed group also indicate that they are moved to a greater degree of interest relative to their less predisposed counterparts. In fact, we see that the proportions who are moved to a more positive disposition toward the CF are a minority among the less disposed, and it is not until we examine the views of those who indicate some level of comfort with the CF's military vocation and attributes that we see that the ad moves a *majority* of these groups to a more open disposition.

That ad made me...							
INTEREST	Pre-Test of CF recruiting Ad						
	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>A LOT LESS interested</b>	21 9.4%	3 15.0%	3 6.4%	6 18.8%	9 10.8%	0 0.0%	0 0.0%
<b>A LITTLE LESS</b>	39 17.5%	3 15.0%	13 27.7%	9 28.1%	10 12.0%	3 12.0%	1 6.3%
<b>No change / I don't know</b>	68 30.5%	9 45.0%	21 44.7%	10 31.3%	20 24.1%	4 16.0%	4 25.0%
<b>A LITTLE MORE</b>	73 32.7%	5 25.0%	10 21.3%	5 15.6%	33 39.8%	14 56.0%	6 37.5%
<b>A LOT MORE interested</b>	22 9.9%	0 0.0%	0 0.0%	2 6.3%	11 13.3%	4 16.0%	5 31.3%

## SECTION 4: DETAILED RESULTS

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### 4.3 MESSAGE INTERPRETATION

The new ad is rife with messages, some conveyed by tone and “mood”, others by way of visuals, and many of the inferred messages appear to be innate to the observer. Indeed, much of the variance in perceived message for this ad appear to be a function of the observer’s ethical stance vis-à-vis the projection of force as a tool, the inherent value of a military organization for a country such as Canada, and their personal motives for considering the CF. Other factors, notably one’s sensitivity to the global war on terror, Canada’s role vis-à-vis the US, and different degrees of attachment to the CF as “peacekeeping” agent also play a role. In all of this variance, however, some constants emerge:

- The ad is provocative, and conveys messages that appear to leave few participants indifferent.
- The ad challenges many preconceived notions about the CF, particularly as they relate to the CF’s primary purpose and reason for being, and in this sense, provokes some controversy. By the same token, this ad represents a *significant departure* from what many consider the traditional orientation of CF recruiting advertising, and is additionally controversial and surprising for this reason.
- The messages of this ad definitively target a group of people who are favourably predisposed toward the CF *for particular reasons* and leaves many others with the impression that the ad (and by consequence the CF) is not for them.

## SECTION 4: DETAILED RESULTS

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### 4.3.1 *Positively Perceived Messages*

The following is an inventory of the more positive messages in this ad that were also articulated more ardently and frequently by the more favourably disposed participants:

- That the CF is making a difference in the world, and doing so by way of a “fight” against terror, against chaos, against distress and so on;
- That the CF offers a life of action and engagement that also demands working together, teamwork, dedication, skill, and an undeniable element of danger;
- That the CF is doing exciting and different things, and that these are available to those who join;
- The CF is a forceful, determined, structured organization in which “Fighting” is a central part of its reason for being;
- The CF are “fighters” and that Canada can count on them to “do what needs to be done”;
- Being in the CF is “serious business”;
- Etc.

A recurring theme among these more positive messages was that of the CF’s underlying *purpose or reason for being*. Although not explicitly articulated by all participants, there was nonetheless a convergence around the idea that this ad underscores *why* there is a CF, and what it is really meant to do. The ad underscores many of the CF’s stereotypical roles – that of helping, that of intervening in the world, and so on, but clearly expresses that these roles are accomplished *because and as a function of the CF’s military vocation*, and in spite of it. For the favorably predisposed, this is a message that is both overdue and compelling, and one that stands in some welcome contrast to the current and previous advertising that is widely perceived to motivate potential recruits as a function of what the CF can do *for them*. This change in emphasis toward what the CF does, and raising that role as a motive for joining was resoundingly described as a more compelling one for the most disposed among participants.

## SECTION 4: DETAILED RESULTS

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Our qualitative discussions with audiences who were both favorably *predisposed* and those who reacted positively to the ad (conclude that they were more interested in the military as a result of seeing this ad) suggests very clearly that positive interpretation of the message of the new piece increases proportionately with favorable disposition. Clearly this ad speaks most evocatively to those who would consider the CF as a calling as much as a career choice, and who would be motivated to join in full recognition and embrace of the institution's military attributes and vocation.

### 4.3.2 *Negatively Perceived Messages*

There are, for some audiences, more negative messages in this ad, which also tend to be articulated more by those who are the least disposed, and interestingly, most of all by those who appear to question the necessity or the ethics of a military in the first place. A partial, paraphrased inventory of these are as follows:

- The CF is playing in an “American-style”, aggressive part in the war on terror;
- The CF is waging war in other countries, and adopting interdiction tactics that resemble those in Iraq – penetrating into peoples’ homes, engaging in urban combat, and so on;
- That joining the CF implies real danger;
- That the CF is only interested in people who are disposed to combat;
- That the CF means to glorify war, and promote aggression and violence as solutions to the world’s problems;
- That the CF is no longer as interested in or dedicated to peace-keeping;
- That the CF is an organization like the US Army and is being used, and advertised in the same fashion;
- Etc.

## SECTION 4: DETAILED RESULTS

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Just as the positive messages seen in this ad seem to emanate from those who are the most comfortable with the ethical implications of a military (and by those who can easily picture themselves as part of such an institution), it is equally clear that the *negatively perceived* messages in this ad stem primarily from those who are uncomfortable with the whole idea of the military, and who have great difficulty imagining themselves as part of such an institution. For them, the ad portrays the military in exactly this light, and does so in a way that leaves little doubt that this is *exactly* the military's purpose and reason for being. Not surprisingly then, this ad speaks very negatively to those who dislike the application of force, and who would tend to reject the CF's military vocation and attributes.

### 4.4 OTHER MESSAGES AND EXECUTIONAL ISSUES

Some messages inherent to this piece were of a "mixed" nature, which is to say having positive or negative connotations, or both, depending on the perspective of the viewer. In addition, some scenes and scenarios in the ad were problematic, either because they were not understood as intended, or because they provoke reactions that may portend controversy for other audiences. Most of these "mixed" messages and executional issues are notable because they have implications for the global CF recruiting communications strategy, particularly as they relate to those potential recruits whose disposition toward the CF is more moderate.

#### 4.4.1 *Credibility*

The issue of credibility of this depiction of the CF was a recurring one, and for most seemed to be a function of *completeness*, or more precisely, the degree to which the ad is understood to portray an adequately complete view of the CF. In all cases, the issue centers on the degree to which the roles and scenes depicted in the ad are emblematic of what people in the CF really do, and how well (or poorly) the ad reflects on other aspects of life in the CF. Predictably, there were definitive "spins" to this incomplete picture depending on whether one appreciated what was shown. For the favorably disposed, and

#### **SECTION 4: DETAILED RESULTS**

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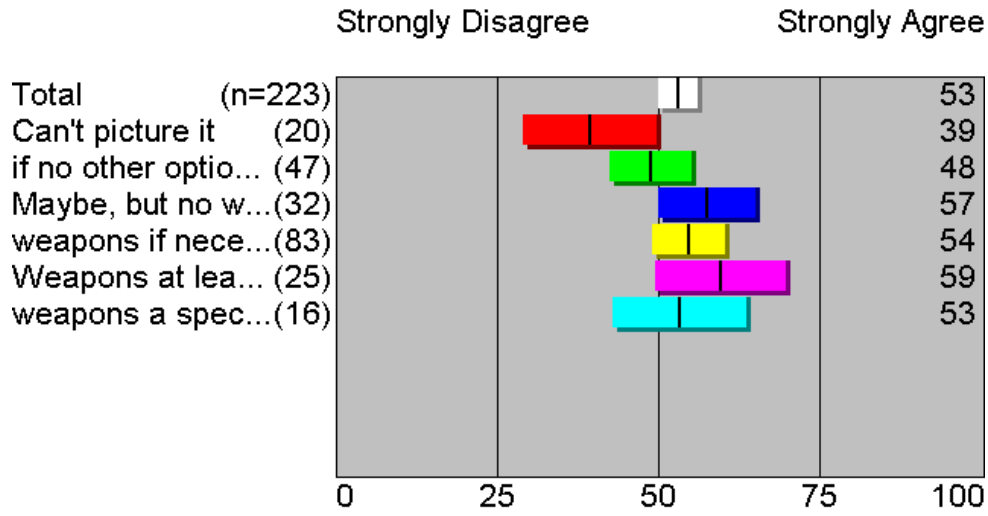
particularly for those who can picture themselves in some form of a combat arms role, there were complaints that “not everyone gets to do these things”, and concerns that the ad overplays “that fun stuff”. Other participants derided the lack of acknowledgment in the ad of the training and preparation that they know is a prerequisite to taking on the roles portrayed. The less favorably disposed, and particularly those in the middling levels of disposition – those who would join for a job or a career despite some misgivings about the military vocation and attributes of the CF were quick to point out the lack of reference to career opportunities, to training, to personal challenge, and other elements that make the CF attractive to people in this frame of mind. Worse still for some of these people, and particularly those with limited contact or knowledge of the CF, is that this ad is viewed as a *singular call* for people of the more military-prone disposition, as if the CF is *only* interested in the potential recruits who desire a combat arms role.

While the findings of this research clearly underscore the motivational value of this ad’s more military theme and attributes, especially because it apparently does serve to motivate the pre-disposed to a higher degree than does the past emphasis on careers, training and so on, it is also clear that a singular reliance on this ad would alienate many. The many who would enroll in the CF for what it offers *them*, or who seek a role in the CF while maintaining some reservations about the military’s vocation would clearly regret a campaign that ignores their particular motives. What’s more for this group, these motives are widely perceived to have formed the essential and traditional theme of CF recruiting advertising for years, and in this sense, a failure to preserve them in some form would seem alien to their experience and expectations.

The following chart illustrates degrees of agreement with the assertion that the scenes in the ad “show what the Canadian Forces really do”, and illustrates some of the underlying ambiguity surrounding this issue.

## SECTION 4: DETAILED RESULTS

The SCENES in that ad show what the Canadian Forces REALLY DO.



### 4.4.2 Overt Aggression

One particular scenario in the new ad appears to be the source of considerable controversy, and is demonstrably the source of a negative reaction across all cities. This is the scenario (that culminates somewhere in the vicinity of 60 seconds into the spot) where CF soldiers are seen entering what looks like someone's apartment or home. A few scenes later, there is a scene where people are lined up against a wall, and later escorted out of a building in what looks like considerable distress.

From both the "moment to moment" data (overlays of moment to moment data and important scenes corresponding to "peaks and valleys" in audience response are annexed to this document) and participants' qualitative feedback one thing emerges very clearly: Many misinterpret the meaning of this scene, and fail to recognize that this is a hostage "rescue", and from this failure stems many discomfiting messages about the role the CF is playing in foreign countries. Often, people who do not understand this scene (and they are many, especially on first viewing) are quick to object to what appears to them to be overt aggression. Many of these same people conclude that a deliberate message is being made here, namely that the CF is adopting an aggressive, unwelcome role in the countries where it is deployed.



## SECTION 4: DETAILED RESULTS

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This suggestion of lack of indigenous support and that of a CF acting as the bully in foreign lands appears to be at the core of many of the more vocal objections to this ad. By the same token, it was also clear that not everyone misinterpreted this scene, and even some of those that saw an active interdiction as opposed to a “rescue of innocents” were not only comfortable with the scene, but approved of its inclinations. These individuals, however, were in the minority, and tended to be concentrated among the very most predisposed.

This very same phenomenon was seen in connection with one of the supers in this ad where the word “Fight” is joined with “Terror”. Here again, we see from moment to moment data and hear directly from participants that the word “terror” is “loaded” with political connotations that are discomfiting to some. We note also that the parallel themes evoked, of fighting “chaos” or “distress” are not nearly so problematic, and yet still serve to underscore the CF’s military vocation and attributes. In this wider acceptance, there may be clues that such scenes and such words may polarize more than is necessary to underscore the essential message of the ad, which is arguably that the CF’s role is to “fight”. The enemy, as it were, may be more widely digestible if cast in other terms.

### ***4.4.3 Other Details and Omissions***

A few other executional details and omissions emerged from both the moment-to-moment data and from our conversations with participants:

- The scene that depicts a young soldier at roughly 1:23 in the ad is *occasionally* misconstrued as an “Iraqi or Afghan recruit”. When understood in this light, some participants connect some of the other scenes, notably the nail bomb and the picture of the woman holding up the picture of her son as a message to the effect that the CF is leaving a dire situation in the hands of people who are ill-equipped to deal with it. This, however, was a minority interpretation of the scene, and few other objections to this individual were raised.
- The voice-over “*This is a message from the Government of Canada / Ceci est un message du gouvernement du Canada*” was widely deemed unnecessary, and even more often as incompatible with the general tone and demeanour of the ad. This is

#### **SECTION 4: DETAILED RESULTS**

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partly because of the woman's voice used, who inappropriately happy or upbeat, and partly because the very last scenes clearly underscore the Canadian identity of this ad, and that it is the Canadian Forces doing the advertising.

- By the same token, and despite the above, there were also some concerns raised about how the beginning and middle parts of the ad do not sufficiently convey that this is a Canadian ad being done for the Canadian Forces. Many felt that without more overt and clearly depicted references to Canada, they were left wondering whether or not this is an ad for the US Army. This would suggest that the addition of more flags, insignia or other means of underscoring the Canadian identity of this piece would warrant consideration.

## SECTION 4: DETAILED RESULTS

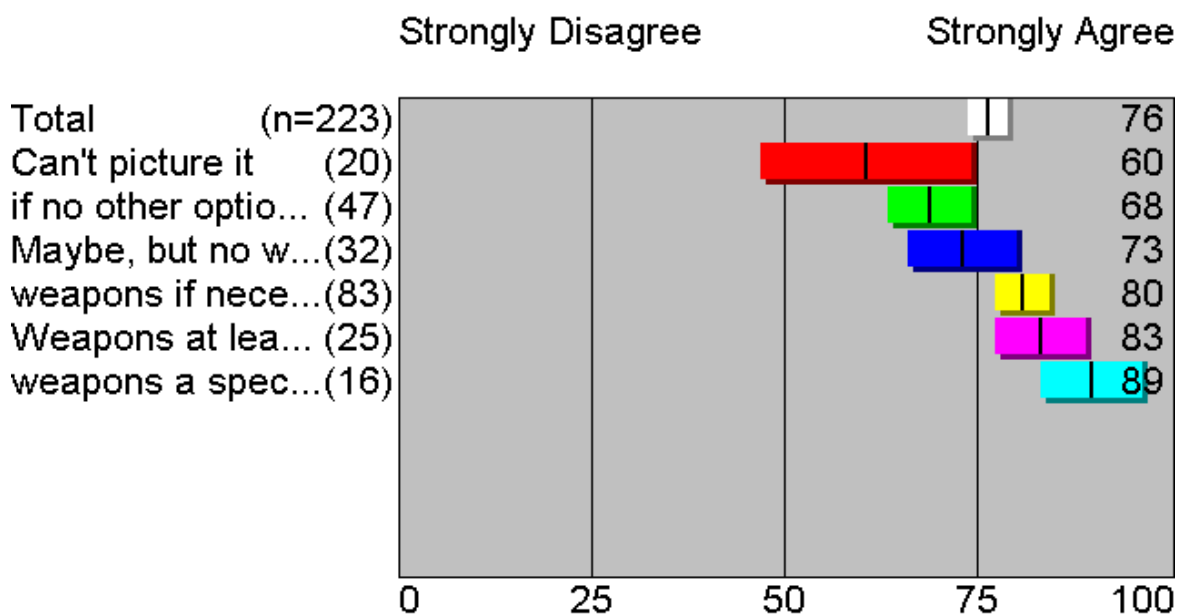
### 4.5 ADVERTISING PERFORMANCE MEASURES

By all indicators, the new ad has very strong advertising virtues, as demonstrated by the following charts and illustrations:

#### 4.5.1 “Interesting to Watch”

The following chart illustrates degrees of agreement with the assertion that the ad was “interesting to watch”, according to participants of differing levels of predisposition toward the CF:

That ad was INTERESTING TO WATCH.

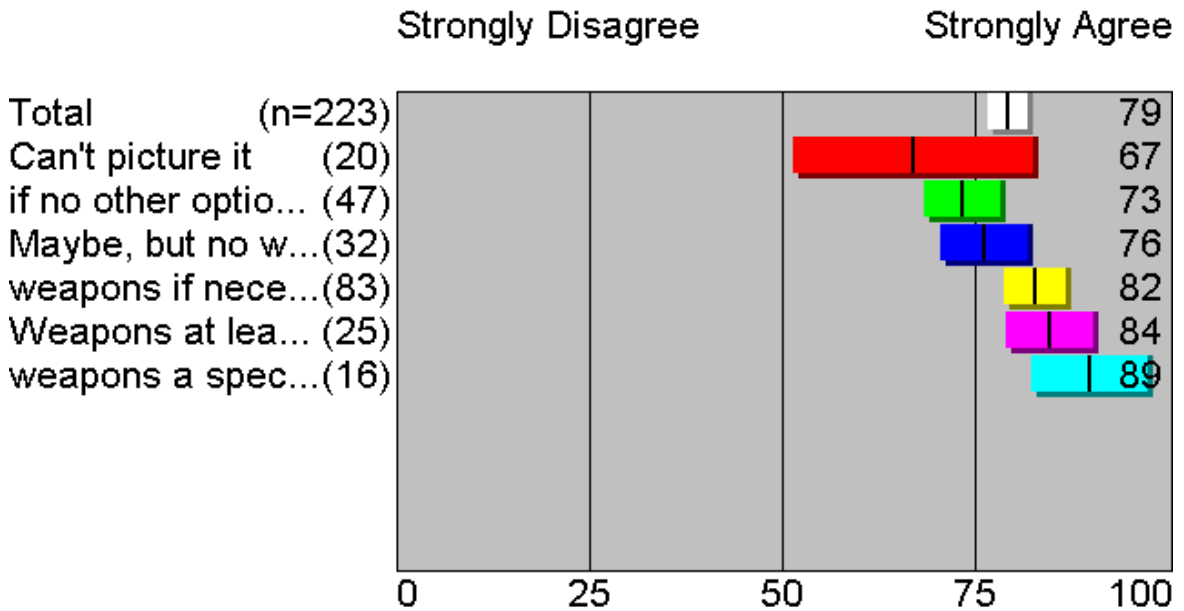


**SECTION 4: DETAILED RESULTS**

**4.5.2 “That Ad Would Capture your Attention”**

The following chart illustrates degrees of agreement with the assertion that the ad “would capture your attention”, according to participants of differing levels of predisposition toward the CF:

**That ad WOULD CAPTURE YOUR ATTENTION**

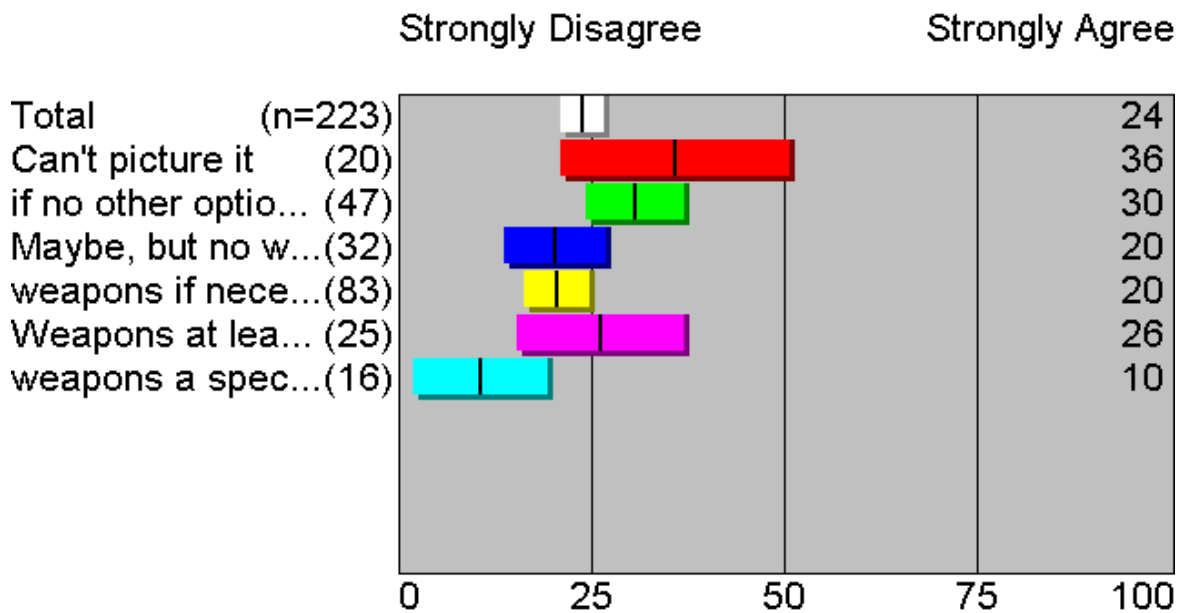


## SECTION 4: DETAILED RESULTS

### 4.5.3 “That Ad was Boring”

The following chart illustrates degrees of agreement with the assertion that the ad “was boring”, according to participants of differing levels of predisposition toward the CF. Clearly, the ad is *not* boring to the majority.

That ad was BORING.



## **SECTION 4: DETAILED RESULTS**

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### ***4.5.4 Qualitative Feedback on Advertising Performance***

Finally, we note from our conversations with participants that they substantiate the data that would suggest that this ad has considerable impact and “advertising virtues”. Most of the comments about these measures were positive, as even those who expressed some discomfort with the messages were nonetheless quick to concede that the piece is well put together, visually interesting, and even “awesome”. Occasionally, some were critical of what they described as “slick” production values that place this piece in comparison with American “big-studio” movies. One participant notably said: “This ad looks like a trailer for a “War is Gritty” Hollywood production”. Several others commented on the ad’s resemblance to the look and feel of current video (Xbox, PlayStation) games.

Notwithstanding all of these comments and concerns, however, it was clear that most endorse the production values here, and that the overall merits of this “gritty” ad would far outweigh any liabilities in terms of reaching this younger, predisposed audience.

## SECTION 4: DETAILED RESULTS

### 4.6 COMPARISONS: NEW AD TO CURRENT

Much of the evidence from this study that would both endorse the need for the new ad *and* underscore the need to maintain a more traditional call to those motivated by careers, jobs, opportunity and so on can be illustrated from the data and the feedback that compares the current ad to the new one. From this comparison, we see clear evidence to support the following:

- That the current ad, not surprisingly, depicts a much more palatable vision of life in the CF than the new one, particularly for those who are not disposed to a combat arms role.
- That the current ad is seen as more conducive to follow-up, and more “designed with you in mind” for those who are not disposed to a combat arms role.
- That the new ad is more likely to capture attention and more interesting to watch for the more disposed.

The following charts illustrate:

Which of the two ads did you react MOST FAVORABLY to?	
XREACT	Pre-Test of CF recruiting Ad

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>NEW AD</b>	57 25.6%	4 20.0%	7 14.9%	8 25.0%	20 24.1%	9 36.0%	9 56.3%
<b>CURRENT AD</b>	155 69.5%	14 70.0%	38 80.9%	24 75.0%	62 74.7%	13 52.0%	4 25.0%
<b>BOTH THE SAME</b>	11 4.9%	2 10.0%	2 4.3%	0 0.0%	1 1.2%	3 12.0%	3 18.8%

**SECTION 4: DETAILED RESULTS**

**Which of the two ads was the MOST INTERESTING TO WATCH?**

XATT1 Pre-Test of CF recruiting Ad

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>NEW AD</b>	100 44.8%	6 30.0%	20 42.6%	11 34.4%	39 47.0%	13 52.0%	11 68.8%
<b>CURRENT AD</b>	96 43.0%	10 50.0%	22 46.8%	18 56.3%	33 39.8%	8 32.0%	5 31.3%
<b>BOTH THE SAME</b>	27 12.1%	4 20.0%	5 10.6%	3 9.4%	11 13.3%	4 16.0%	0 0.0%

**Which of the two ads is the one that would be most likely TO CAPTURE YOUR ATTENTION?**

XATT2 Pre-Test of CF recruiting Ad

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>NEW AD</b>	102 45.7%	7 35.0%	18 38.3%	12 37.5%	39 47.0%	13 52.0%	13 81.3%
<b>CURRENT AD</b>	96 43.0%	12 60.0%	18 38.3%	18 56.3%	38 45.8%	8 32.0%	2 12.5%
<b>BOTH THE SAME</b>	25 11.2%	1 5.0%	11 23.4%	2 6.3%	6 7.2%	4 16.0%	1 6.3%



**SECTION 4: DETAILED RESULTS**

**Which of the two ads PRESENTS THE MOST ATTRACTIVE VIEW OF THE CANADIAN FORCES?**

XATT7 Pre-Test of CF recruiting Ad

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>NEW AD</b>	25 11.2%	2 10.0%	2 4.3%	3 9.4%	12 14.5%	3 12.0%	3 18.8%
<b>CURRENT AD</b>	181 81.2%	18 90.0%	41 87.2%	28 87.5%	64 77.1%	19 76.0%	11 68.8%
<b>BOTH THE SAME</b>	17 7.6%	0 0.0%	4 8.5%	1 3.1%	7 8.4%	3 12.0%	2 12.5%

**Which of the two ads WAS DESIGNED WITH YOU IN MIND?**

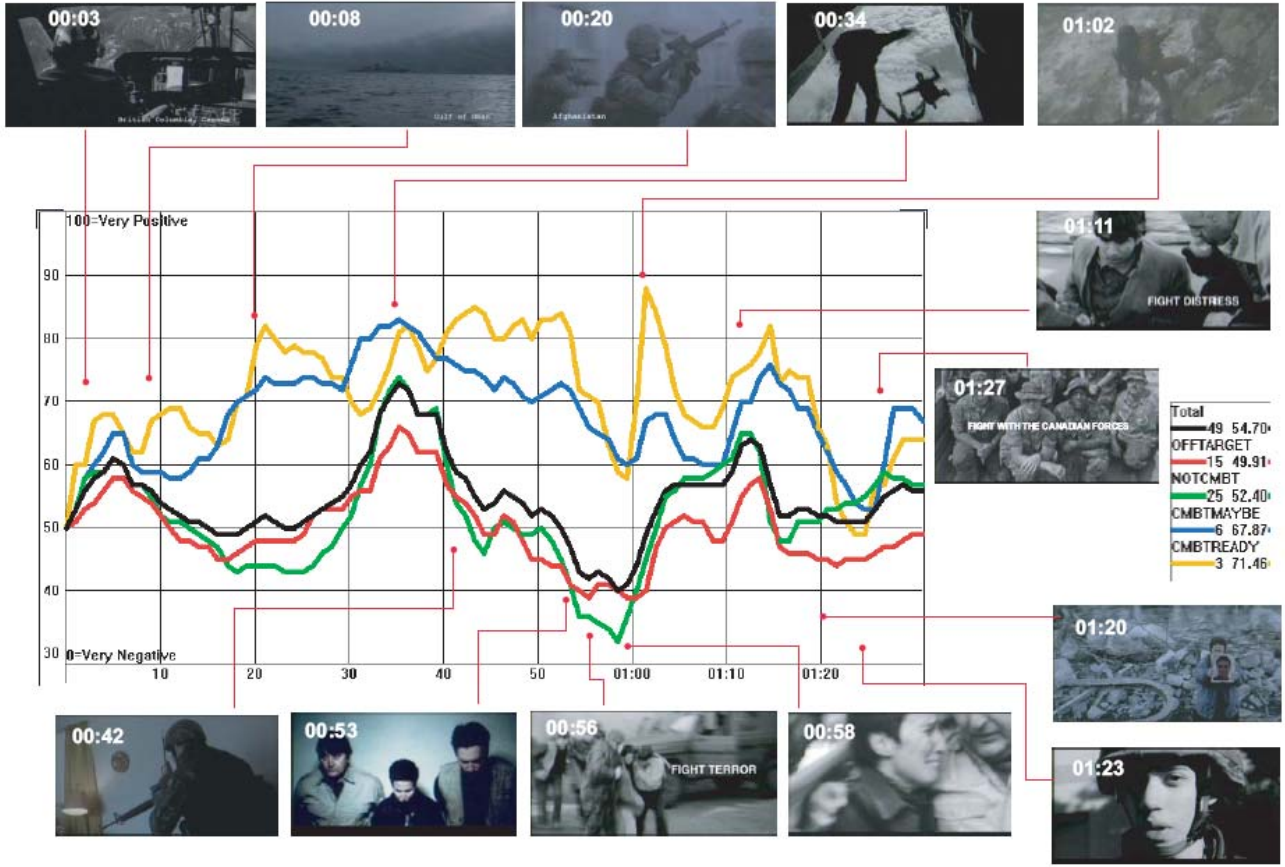
XATT9 Pre-Test of CF recruiting Ad

	Total	Which of the following best describes how you think about					
		Can't picture it	if no other option,	Maybe, but no	weapons if	Weapons at least	weapons a specific
<b>Total</b>	223	20	47	32	83	25	16
<b>NEW AD</b>	54 24.2%	1 5.0%	6 12.8%	5 15.6%	20 24.1%	11 44.0%	11 68.8%
<b>CURRENT AD</b>	146 65.5%	13 65.0%	35 74.5%	25 78.1%	57 68.7%	12 48.0%	4 25.0%
<b>BOTH THE SAME</b>	23 10.3%	6 30.0%	6 12.8%	2 6.3%	6 7.2%	2 8.0%	1 6.3%

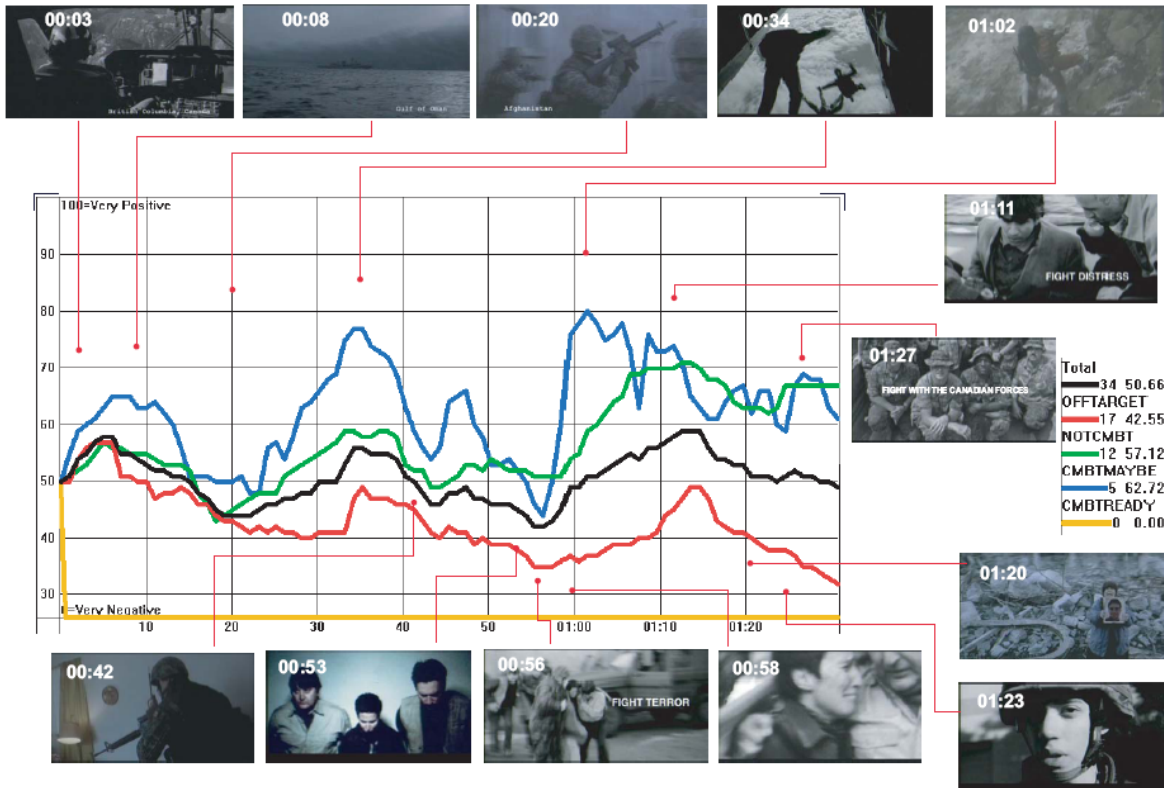
**ANNEX:**  
MOMENT TO MOMENT OVERLAYS BY CITY  
RECRUITING SCREENER

## **MOMENT TO MOMENT OVERLAYS BY CITY**

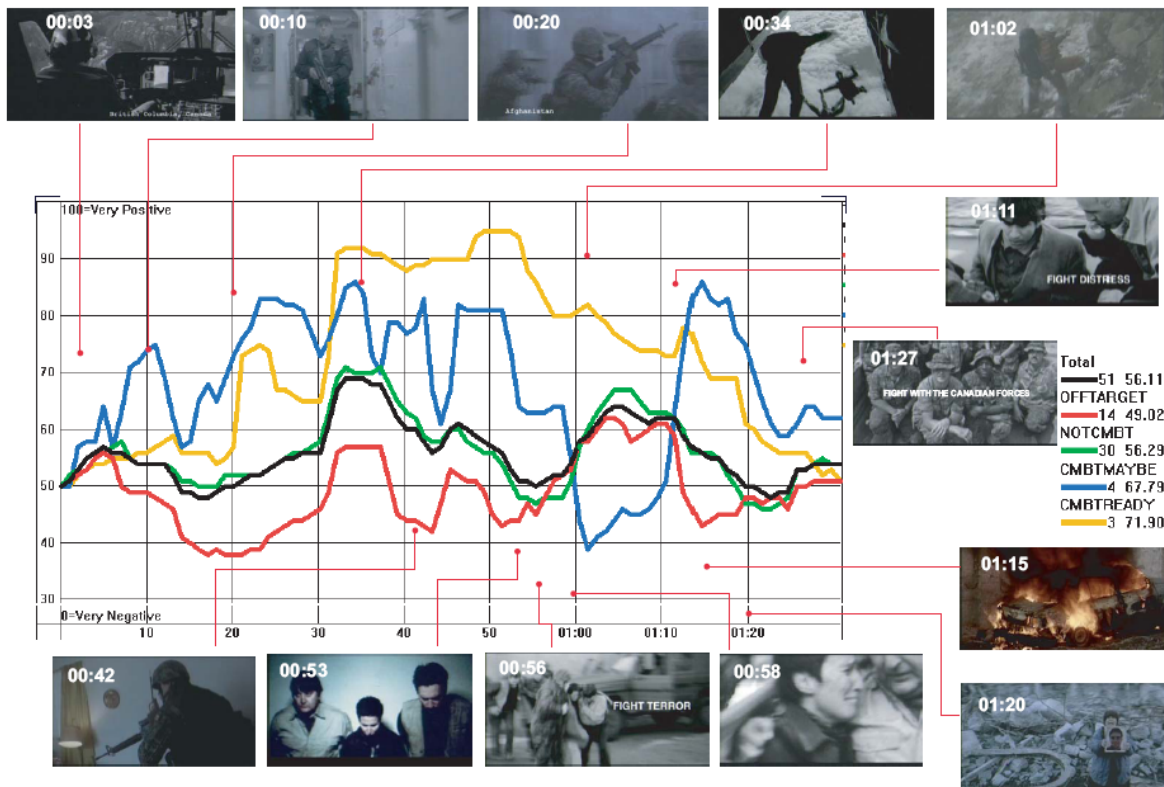
# VICTORIA



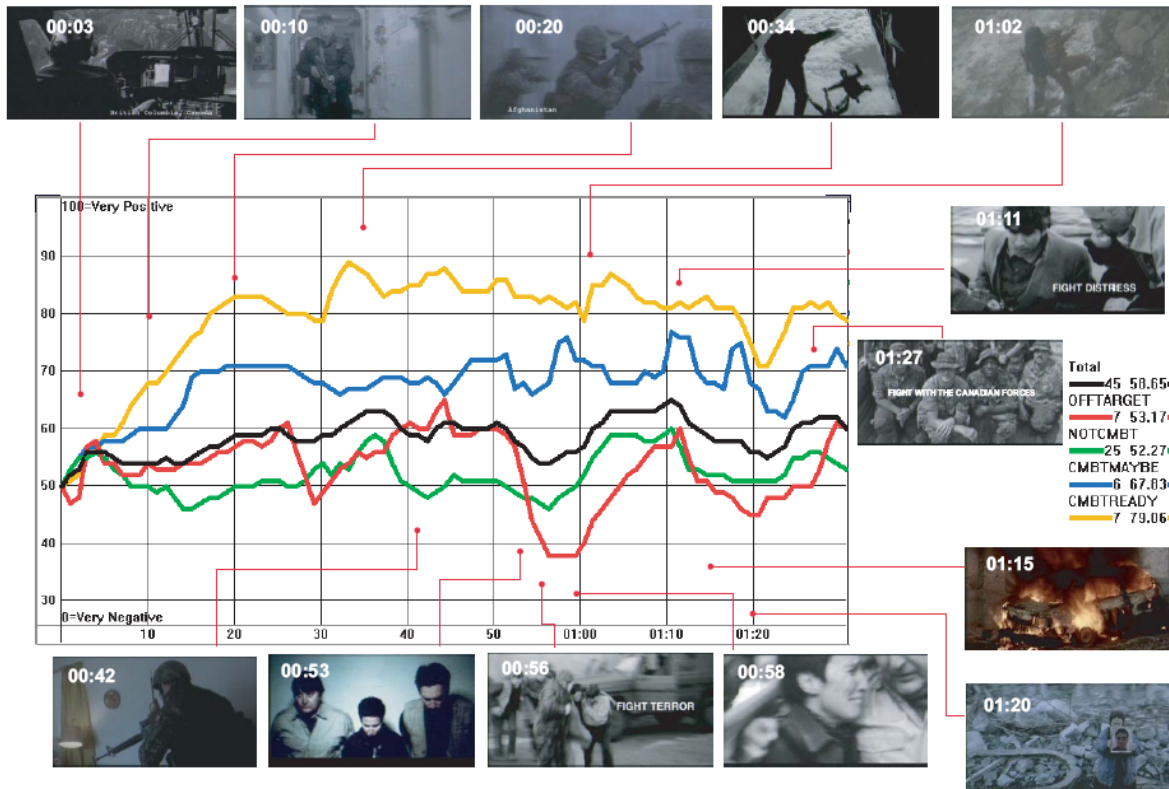
## EDMONTON



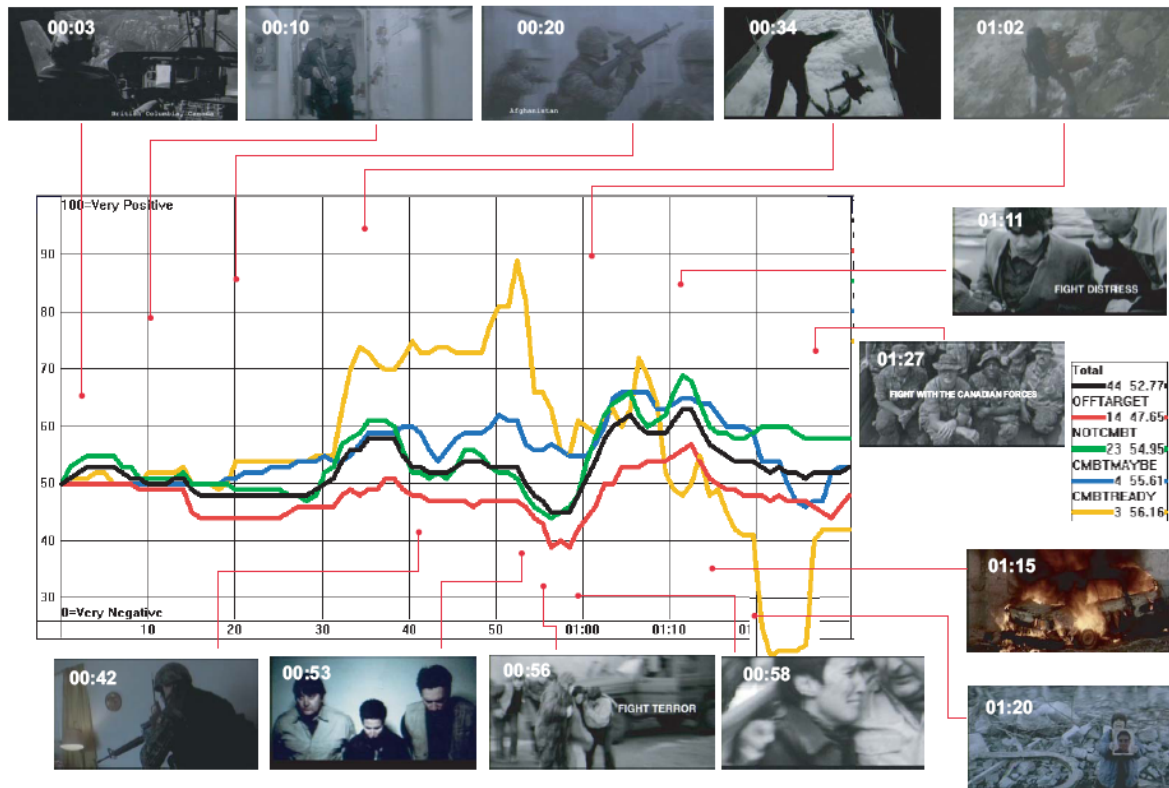
## SHERBROOKE



# HALIFAX



# HAMILTON



# **RAPPORT SOMMAIRE**

**Patterson, Langlois Consultants Recruiting Screener**  
581, Patricia  
Greenfield Park (Qc.)  
J4V 2A9  
Tel.: 450-672-6678

Draft Version  
Feb 1, 2006

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### Advertising Pre-Test

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**DATES/CITY/TIMES:** As per your location  
**CLIENT:** Patterson, Langlois Consultants -- DND  
**INCENTIVE:** 60\$ for a large group session (1 hour or so in length)  
40\$ for another *possible* discussion session later that night.

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### INTRODUCTION

*Hello, my name is \_\_\_\_\_ from \_\_\_\_\_, a marketing research company. We are currently looking for individuals to participate in a consumer research process – this is research on advertising actually, intended to test several different ads intended for young people. I would like to take a few minutes of your time in order to verify if you or another member of your household are eligible or not. If you do qualify, you will be invited to participate. Participation is strictly voluntary and answers will remain confidential. (PROCEED WITH Q.1)*

#### Q.1 RECORD GENDER

- 1 Male  
 2 Female
- Limits in place on the number of women recruited  
Check Quota Sheet**

#### Q.1A May I know how old you are please?

- 1 17 or younger → **THANK AND END.**  
 2 18-21 **See spec sheet.**  
 3 22-24 **See spec sheet.**  
 4 25-29 → **THANK AND END**  
 5 30-34 → **THANK AND END**  
 6 35+ → **THANK AND END**  
 9 DK/NA → **THANK AND END.**

**If you terminate on age, please ask to speak to someone else in household (or a referral) who is the right age.**

Q.1BAre you...



- |                            |   |  |
|----------------------------|---|--|
| <input type="checkbox"/> 1 | Single, unattached                          | <b>See spec sheet.</b>                   |
| <input type="checkbox"/> 2 | Married, or living with a significant other | <b>Limits in place.<br/>Check Quotas</b> |
| <input type="checkbox"/> 3 | Won't Answer                                | <b>→ THANK AND END</b>                   |

Q.1C Do you have any children?

- |                            |                             |  |
|----------------------------|-----------------------------|--|
| <input type="checkbox"/> 1 | Yes, at home                | <b>Limits in place.<br/>Check Quotas</b> |
| <input type="checkbox"/> 2 | Yes, but not living with me | <b>Limits in place.<br/>Check Quotas</b> |
| <input type="checkbox"/> 3 | No                          |  |
| <input type="checkbox"/> 4 | Won't Answer                | <b>→ THANK AND END</b>                   |

Q.1D Do you consider yourself to be either a visible minority or a member of an Aboriginal community? (MONITOR AND CHECK QUOTAS)

- 1 Yes, visible minority
- 2 Yes, aboriginal
- 3 No

Q.3A Are you currently employed?

- 1 Yes, full time
- 2 Yes, part time
- 3 No

PLEASE TRACK AND REPORT Q3a.

Q.3B. I'd like to read you a few statements that might describe where you're at about a career direction or what you'd like for a job. Please listen to all of them and then tell me which one best describes you...

- 1 I know what I want to do, and I'm very set on following this career path. **Max 10 per group**
- 2 I have a pretty good idea of what I want to do, but I might change my mind. **See spec sheet.**
- 4 I have only a vague or general idea of what I'd like to do. **See spec sheet.**
- 5 I'm still in the process of figuring this out. **See spec sheet.**
- 9 DK/NA **See spec sheet.**

**Q.4** This project concerns several different products and advertisers, we need to ask you some general questions about you, and about the products or services you use.

**Q4A.** The first question is about you. I'm going to read you three statements or descriptions about your lifestyle, and I'd like you to listen to each one and pick the one that you think most accurately describes you.

- (√)
- #1.** The vast majority of your free time is spent being physically active or outdoors. Primary target: Recruit from this group as is possible and skip to **Q. 4C**
- #2.** The vast majority of your free time is spent taking it easy, indoors or with your feet up. → CONTINUE
- #3. Your lifestyle can be both, or like neither of these statements.** → CONTINUE  
**It depends.**

**Q4B.** In the last 12 months, have you done any of the following:

	Yes	No	<b>Must say yes to at least 3 to be eligible</b>
Listened to live music			
Participated in a team sport			
Martial arts training			
Traveled outside of your home province			
Participated in a winter sport like snowboarding or skiing			
Camping			
Played computer games			

**Q4C.** In the last 6 months, have you purchased any of the following:

	Yes	No
Sporting equipment (skates, skis, roller blades, etc.)		

Beer  
Sports drinks like Gatoraid  
Bottled Water  
An MP3 player  
A course in a college or technical school

Q.5 What is the highest level of education you have completed?

- 1 Less than high school
- 2 Completed High school
- 3 Some college or technical training
- 4 Completed college or technical training **A good mix. Please track and report.**
- 5 Some University
- 6 Completed University
- 9 DK/NA **→ THANK AND END.**

Q.6a Which of the following best describes your opinion about signing up with the military?

- 1 I would seriously consider enlisting in the military or I have already **→ Continue**
- 2 I cannot imagine myself enlisting in the military **→ Thank and Terminate**
- 3 Something between: My opinion about enlisting in the military is somewhere between those two statements. **→ Continue**
- 9 DK/NA **→ THANK AND END.**

Q.6b Which of the following best describes your opinion about going back to school to upgrade your skills or your education?

- 1 I would seriously consider going back to school/college/university or I have already **→ Continue**
- 2 I cannot imagine myself going back to school/college/university **→ Continue**
- 3 Something between: . **→ Continue**
- 9 DK/NA **→ THANK AND END.**

Q.7 For the year 2005, in which of the following categories did your total household income belong? Please consider all your sources of revenue  
**(READ)**

Less than 20k\$ 1 7  
20k-29 999 \$ 2 |

- |                |                            |                     |
|----------------|----------------------------|---------------------|
| 30k-39 999 \$  | <input type="checkbox"/> 3 | } <b>A good mix</b> |
| 40k-54 999 \$  | <input type="checkbox"/> 4 |                     |
| 55k-79 999 \$  | <input type="checkbox"/> 5 |                     |
| 80k\$ and over | <input type="checkbox"/> 6 |                     |
| NSP/NRP        | <input type="checkbox"/> 9 |                     |

Q.8 Including yourself, is there someone in your household who works for...?  
**(IF YES TO ONE OF THESE QUESTIONS, THANK AND END)**

- |                            | Yes                        | No  |
|----------------------------|----------------------------|---|
| a) an advertising firm     |                            | <input type="checkbox"/> 1 <input type="checkbox"/> 2 |
| b) a market research firm  | <input type="checkbox"/> 1 | <input type="checkbox"/> 2                            |
| c) a public relations firm |                            | <input type="checkbox"/> 1 <input type="checkbox"/> 2 |
| d) the media               | <input type="checkbox"/> 1 | <input type="checkbox"/> 2                            |
| e) The Federal Government  |                            | <input type="checkbox"/> 1 <input type="checkbox"/> 2 |

Q.9 Have you attended any consumer research in the past?

- Yes 1  
 No 2 → **Go to Q.11 (aim for 50% virgins)**

Q.10 Have you participated in a advertising related research in the past 6 months?

- Yes 1 → **Ask topic and if related to the Canadian Forces, Terminate**  
 No 2

Q.11 For the next question, I'd like you to answer quickly and without considering your answer too much. If you could transform into a superhero, which super power would you like to have and what would you do with them?

(Evaluate the response, look for an imaginative response and terminate anyone who does not have a ready answer to this question. )

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Q.12 Ok, let me tell you what this is about. It's important that you understand what we'd like in terms of commitment from you. We're organizing a research session that will take place on \_\_\_\_\_. The research is going to be

interesting, and will involve looking at and rating advertising for different products. We will be gathering about 45 people at once, and you will be exposed to a screen with advertising in a large room, and will be asked to provide input by using hand-held remote control devices. The process will last about 1 hour, and may involve some discussion and some reading. There is \$60 in cash in it for you, but in order to qualify, you also have to be prepared to commit to attending another session later in that evening. This other session will only happen for a limited number of people, but there would be another \$40 in it for those who are asked to do that. The purpose of this other session will be to discuss things face to face. In order to come, you must be willing to come back up to 2 hours later to attend this second discussion.

So, just to repeat:

1. The invitation today is to attend a session on February \_\_\_\_, for about 1 hour and which pays \$60.00.
2. In order to qualify, you have to be available and promise to attend another discussion on the same day. The invitation to these other discussions is not guaranteed, but you have to commit to attending if you are invited. This pays another \$40.

Can we count on you?

Name: \_\_\_\_\_

May I please have a telephone number where I can reach you to confirm the date?

House: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

Work: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

**THANK YOU! Your co-operation is greatly appreciated!**

**RECRUITED BY:** \_\_\_\_\_

**CONFIRMED BY:**

\_\_\_\_\_

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## **SPECIFICATIONS:**

PROJECT IS AN ADVERTISING TEST FOR THE CANADIAN FORCES, ALTHOUGH PARTICIPANTS SHOULD NOT BE TOLD THIS WITH ANY PARTICULAR EMPHASIS. PLEASE READ SCREENER AS WRITTEN CAREFULLY. REGULAR PROGRESS REPORTS ON THE NUMBER OF RECRUITS WITH REPORTING ON THE CHARACTERISTICS BELOW IS EXPECTED.

GENERAL TARGET GROUP IS ACTIVE YOUNG PEOPLE BETWEEN THE AGES OF 18-24, WITH A STRONG EMPHASIS ON THE FOLLOWING:

- **RECRUIT 55 FOR 45 TO SHOW.**
- A MINIMUM OF 42 MEN
- A MINIMUM OF 10 WOMEN
- VISIBLE MINORITY REPRESENTATION AS FALLS, PLEASE MONITOR AND REPORT AS YOU RECRUIT. WE EXPECT NUMBERS PROPORTIONAL TO YOUR COMMUNITY.
- MONITOR AND REPORT ON ABORIGINAL REPRESENTATION. REPRESENTATION IS EXPECTED IN ALL CITIES. WE EXPECT NUMBERS PROPORTIONAL TO ABORIGINAL PRESENCE IN YOUR COMMUNITY.
- **AT LEAST 50% MUST BE IN THE 18-22 YEAR OLD AGE RANGE**
- NO MORE THAN 6 CAN BE MARRIED
- NO MORE THAN 6 CAN HAVE CHILDREN
- NO MORE THAN 10 PER GROUP SHOULD BE "SET" ON A CAREER PATH IN A WAY THAT EXCLUDES THE POSSIBILITY OF CHANGE (**MAX 10 ANSWER #1 AT Q.3**)
- NONE SHOULD TOTALLY EXCLUDE THE POSSIBILITY OF CONSIDERING ENROLMENT IN THE CANADIAN FORCES (**TERMINATE FOR ANSWER #2 AT Q.6**)
- ALL SHOULD CONSIDER THEMSELVES AS HAVING AN ACTIVE LIFESTYLE, OR...

- FAILING THE ABOVE, ALL SHOULD PARTICIPATE IN 3 ACTIVE SPORTS/ACTIVITIES LISTED AT **Q4B**
  
- OTHERWISE, PLEASE RECRUIT FOR A GOOD MIX OF HOUSEHOLD INCOMES, EMPLOYMENT STATUS AND EDUCATION LEVELS AS IS POSSIBLE, AND REPORT ON THESE.

## **RAPPORT SOMMAIRE**



## RAPPORT SOMMAIRE

### 1.1 HISTORIQUE

Voici un extrait du mémoire de recherche qui donne l'historique de l'étude :

**Raison d'être :** *Chaque année, les Forces canadiennes (FC) doivent recruter plus de 5 000 membres de la Force régulière (à plein temps) et 5 000 de la Force de la réserve (à temps partiel), pour plus de 100 emplois différents, afin de répondre aux absences créées par les départs. Dans le Discours du Trône de cette année, le gouvernement s'est engagé à embaucher un nombre additionnel de 5 000 membres de la Force régulière et de 3 000 de la Réserve, afin que les FC « puissent être mieux préparées et mieux équipées pour répondre à ces défis ». L'ajout des 8 000 membres, au cours des 5 à 6 prochaines années, constitue l'une des pièces maîtresses de la récente Politique de défense annoncée.*

*Le cadre du recrutement au Canada ajoute à la complexité de ce défi pour les FC. Le marché de la main-d'oeuvre reste hautement concurrentiel et en constante évolution. En raison de la courbe démographique, le groupe-cible des FC (les Canadiens de 18 à 34 ans) commence à s'amincir et la situation empirera au moins jusqu'en 2020. Comme le nombre de travailleurs spécialisés et semi-spécialisés talentueux s'amenuise toujours, les organismes ont augmenté leurs efforts pour en extraire les compétences de plus en plus rares, ce qui augmente le défi des FC de recrutement de personnes qualifiées et de leur maintien pendant plus longtemps.*

*De la même façon, cette cohorte démographique témoigne d'un changement de motivation de carrière. La règle, ce n'est plus un seul employeur offrant la stabilité d'emploi et des avantages sociaux. La jeunesse d'aujourd'hui recherche un salaire concurrentiel avec des horaires flexibles et un équilibre travail-famille, car la qualité de vie s'avère de plus en plus importante dans le choix de carrière.*

*En outre, le public-cible du recrutement des FC touche vraiment deux générations distinctes : la génération X/les jeunes de l'après baby boom, nés entre 1971 et 1980 et la génération Nexxus, dont les représentants sont nés entre 1981 et 1989. Or, pour réussir à atteindre ces deux groupes, il faut adopter une approche différente. De plus, au sein de ces deux groupes, il y a une forte segmentation : les professionnels ou les gens de métier, les étudiants à l'université, au collège ou dans les écoles secondaires, les personnes qui commencent leur carrière ou celles qui cherchent un changement.*

*Une recherche quantitative importante a donc été effectuée en mars 2005 pour identifier les perceptions et l'attitude des jeunes Canadiens (16-34) à l'égard des Forces canadiennes et pour déterminer le profil psychographique et démographique de ce public-cible, suivie d'une recherche qualitative, en juillet, pour offrir des renseignements détaillés sur la perception et l'attitude des jeunes Canadiens (18-34), ainsi que les facteurs d'influence à l'égard des FC. Ces deux études ont servi à créer de nouveaux concepts publicitaires télé pour la campagne de recrutement des FC. Le pré-test de quatre concepts*

*différents a eu lieu au début de septembre, et suite à cette recherche, l'agence de publicité a peaufiné l'un des concepts.*

La recherche en question a eu pour effet d'orienter la stratégie communicationnelle du recrutement, en démontrant qu'il existe des différences de sexe et de prédispositions spécifiques importantes qui motivent les gens à se joindre aux FC. De façon plus spécifique, les renseignements recueillis jusqu'à maintenant ont démontré que les hommes en général, et en particulier ceux qui sont disposés à se joindre aux FC, répondaient d'habitude moins au positionnement des FC comme lieu de carrière, mais plus positivement aux FC comme endroit où trouver de l'action et de l'engagement.<sup>3</sup> Ce concept publicitaire représente, par conséquent, une évolution comparativement à la façon dont les FC abordaient les communications de recrutement, en répondant aux affirmations suivantes :

- Tout d'abord, toute stratégie communicationnelle générale « universelle » est moins susceptible de motiver les publics-cibles principaux qu'une stratégie qui tient compte de la segmentation de l'ensemble des personnes recrutées.
- De façon plus spécifique, les *jeunes hommes déjà enclins à rejoindre les rangs des FC* exigent un message qui va au-delà des FC comme lieu de carrière, et les messages qui soulignent les caractéristiques essentiellement militaires de la mission des FC et de son but réussiront mieux à les inspirer et à les motiver avec plus de pertinence.

Finalement, on s'attend généralement à ce que les messages de cet ordre servent à redresser la perception des Forces canadiennes auprès du public, ce qui correspond davantage aux déploiements actuels.

Ainsi, l'étude visait à pré-tester cette annonce quasi-finie auprès des groupes spécifiquement visés et à évaluer dans quelle mesure l'annonce elle-même et, conséquemment, la stratégie qui la sous-tend répond aux perceptions et réactions des futures recrues. À cet égard, les objectifs du projet vont un peu au-delà des mesures

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<sup>3</sup> Cette étude a également fourni un aperçu des nuances de positionnement des FC pour d'autres publics. Voir « Le positionnement des Forces canadiennes à des fins de recrutement », Patterson, Langlois Consultants, Août 2005.

normales de « pré-test », car ils incluent certains éléments d'évaluation de stratégie et de positionnement.

La méthodologie employée traduit la nature très spécifique des questions soulevées et, en particulier, le besoin connexe d'évaluer non seulement la performance de l'annonce, mais également *auprès de quels publics* elle performe. En effet, l'évaluation adéquate de ce concept exige non seulement l'examen du concept, mais aussi la possibilité de mesurer les différences entre les publics qui adoptent diverses attitudes à l'égard des FC. Dans cette optique, on a eu recours à une méthodologie hybride « qualitative-quantitative » auprès de quelque 45 à 50 recrues éventuelles des FC réunies en groupes dans diverses villes, en fonction de leurs dispositions à l'endroit des FC. Ces participants ont alors été exposés à l'annonce pour mesurer leur réaction. Ces mesures quantitatives ont ensuite été utilisées pour isoler des sous-groupes de participants, d'après leur disposition à l'endroit des FC et leur réaction à l'annonce.

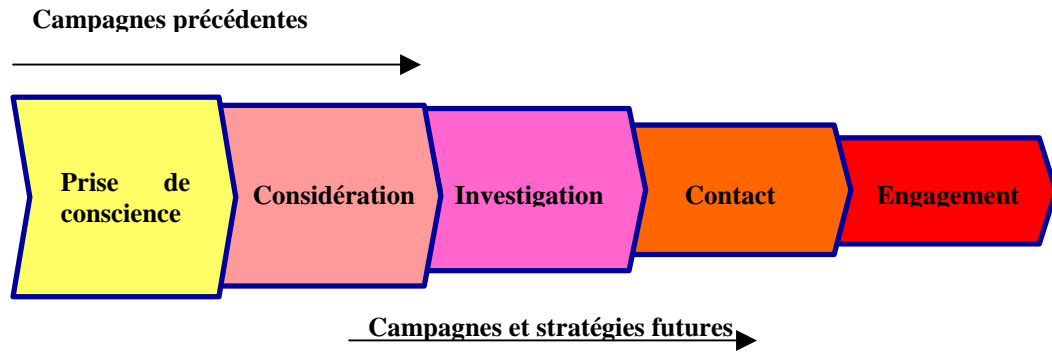
**On désire rappeler au lecteur que l'emploi des mesures quantitatives dans cette étude ne change pas les limites fondamentales de cette méthodologie. Tout comme pour les autres recherches, le lecteur est invité à utiliser ces résultats et ces affirmations avec caution et à faire preuve d'un bon jugement. Dans cette étude en particulier, le lecteur devrait se rappeler que la population n'a pas été choisie au hasard, mais plutôt en fonction des circonstances, des comportements et des attitudes. Pour cette raison, entre autres, les résultats ne peuvent, et ne devraient, pas être extrapolés à une plus grande population. En même temps, la combinaison des réactions des études qualitative et quantitative était destinée à une utilisation et à une analyse globales, pour ajouter de la profondeur et de la substance aux deux champs d'analyse, ce qui ajoute à la validation de nos résultats.**

Voici les mesures et les normes employées pour évaluer la performance relative de cette annonce et la stratégie connexe :

- L'annonce serait déterminée pertinente et la stratégie bien adaptée si les membres du public de la recherche prédisposés plus positivement répondent de façon *relativement* plus favorable que les membres moins prédisposés.
- De façon parallèle et tout aussi importante, ce groupe prédisposé aurait trouvé cette annonce inspirante ou motivante en plus d'y répondre relativement plus positivement.
- Finalement, l'annonce et la stratégie devraient être totalement dépourvues de tout message négatif, non anticipé ou imprévu ou de toute implication de positionnement pour le reste des participants disposés, mais peut-être moins enthousiastes à l'idée de se joindre aux FC.

Une bonne façon d'articuler les mesures appropriées, c'est d'envisager jusqu'à quel point l'annonce et la stratégie connexe réussissent à canaliser les recrues éventuelles sur un « axe de disposition ». Chaque recrue éventuelle des FC passe par une série d'étapes dont chacune représente un niveau différent de disposition, en commençant par la prise de conscience, suivie de la possibilité de considération, de la recherche d'information ou investigation, du contact et finalement, de l'engagement. Avec les campagnes précédentes qui étaient conçues, bien entendu, pour promouvoir la sensibilisation et la possibilité d'envisager les FC, en ciblant un public « général » plus large et en promouvant des aspects attrayants plus vastes de la vocation des FC, l'annonce actuelle est mieux comprise et mesurée en fonction de sa réussite à déplacer ceux qui envisagent déjà les FC à faire une demande de renseignements, à prendre contact et à s'engager dans les étapes ultérieures. Par conséquent, la question de base de la recherche, c'est de savoir si la présentation des caractéristiques plus militaires des FC incitera davantage les personnes recrutées qui sont déjà plus disposées et si elle réussira en fait, à un cheminement dans cette direction, comparativement aux campagnes précédentes.

Le diagramme ci-dessous illustre donc les divers paliers de disposition et la façon dont la cible et l'impact motivationnel des campagnes précédentes et de la campagne actuelle diffèrent :



### 1.3 SOMMAIRE DES RÉSULTATS

Les points qui suivent résument les conclusions essentielles de la recherche :

- Tout d'abord, nous pouvons affirmer avec confiance que le processus entrepris ici a permis une identification pertinente et exacte des participants, ainsi que des paliers de disposition. En effet, les questions posées et les différentes mesures mises en place pour valider les réponses suggèrent que les participants étaient bien segmentés au sein du spectre des dispositions à l'égard des FC. En plus, cette segmentation tient compte de l'*intérêt* pour les FC en général, et également des différents types de motivation pour envisager les FC. L'une des dimensions les plus révélatrices qui émerge de cette segmentation, c'est la distinction entre ceux qui expriment un intérêt pour les FC pour ce qu'elles peuvent leur apporter et ceux dont l'intérêt est davantage lié au rôle et aux buts des FC en général, ainsi qu'à sa vocation et à ses caractéristiques militaires<sup>4</sup>.
- Les résultats de l'étude déterminent clairement que l'annonce plaît au segment plus disposé, en évoquant et en renforçant les motifs soutenant leur intérêt. Par la même occasion, l'annonce aliène certains des moins disposés, en leur rappelant les raisons de leur hésitation et de leur doute à l'égard du monde militaire. Le fait que ces deux influences semblent inhérentes à la même annonce suggère que l'une des principales caractéristiques, c'est de promouvoir et d'amplifier l'aspect central qui touche à la disposition face au monde militaire. Cette conclusion est appuyée par les deux réponses quantitatives (qui montrent que les personnes disposées plus positivement voient leur intérêt augmenter pour les FC et celles qui sont moins positivement disposées perdent de l'intérêt), et par les commentaires des participants aux groupes d'étude qualitative.
- Lors des séances de recherche qualitative, nous avons appris que l'annonce véhicule plusieurs messages dont certains sont perçus comme étant positifs et d'autres, comme étant négatifs. Les messages positifs prédominent chez ceux qui sont prédisposés en véhiculant quelque chose qui, d'après plusieurs, manque dans les messages traditionnels des FC, c'est-à-dire la reconnaissance des FC comme force militaire, avec toute l'intensité, le risque et le fort sentiment du but poursuivi que cela suppose. Les réactions négatives sont prédominantes chez les personnes moins disposées, ce qui traduit un *inconfort* prévisible.

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<sup>4</sup> L'expression "vocation et caractéristiques militaires" sera répétée dans ce rapport et correspond à une référence simplifiée de l'orientation militaire particulière des Forces canadiennes et à tout ce que cela implique, y compris l'application de la force comme solution aux problèmes, la responsabilité illimitée et ainsi de suite.

- L'annonce offre de très fortes qualités de « performance publicitaire » en faisant état de tous les signes qui captent et commandent l'attention des spectateurs et, en particulier, du groupe prédisposé pour lequel elle a été conçue.
- L'annonce présente également des scènes qui ne sont pas bien comprises et qui, par conséquent, sont source de beaucoup de controverse et d'inconfort. Ces scènes et la décision d'utiliser le mot « terreur » pour l'ennemi défini tendent à polariser les réactions et ne sont peut-être pas essentielles pour préserver l'impact central et le message de la publicité.

### 1.3 CONCLUSIONS

À l'examen des vastes réactions à l'annonce, la possibilité d'une inspiration et d'une réaction négatives ressort de façon assez importante. Le message met ici en évidence des aspects fondamentalement divisés de l'orientation des FC et laisse quelques participants indifférents. Par la même occasion et, en particulier à l'examen de ces résultats dans la perspective de la stratégie qui sous-tend l'annonce, il est clair que les qualités de controverse conviennent, de plusieurs façons, aux déploiements et à la mission actuelle des FC. Dans cette perspective, il est utile d'envisager qu'il y a peu dans cette publicité de recrutement qui n'est souligné par les événements actuels.

La question centrale la plus importante cependant, c'est l'impact de l'outil de communication sur l'équation du *recrutement*. Il est clair que les qualités de controverse de l'annonce sont ressenties dans ce contexte, compte tenu du fait que plusieurs participants étaient visiblement aliénés par ces messages. De façon ultime cependant, ce n'est pas « dans ce que l'annonce fait » mais plutôt « dans ce qu'elle fait à qui » que l'on peut en éclaircir les implications. Sans aucun doute, les conclusions de la recherche suggèrent que cette annonce rejoindra, en fait, ceux qui sont intéressés aux FC, précisément à *cause de* la vocation et des caractéristiques militaires de l'organisation et, par le fait même, pourra servir à se mettre à dos ceux qui sont intéressés aux FC *en dépit* de leurs réserves à cet égard. Il est indéniable que l'un des plus grands impacts, c'est de rappeler à quiconque que les FC correspondent ultimement à un organisme sérieux, engagé dans un domaine sérieux, qui présente des risques sérieux et dont l'application de la force constitue l'outil principal de sa raison d'être. Plusieurs participants ont reconnu que cet élément particulier a

longtemps été une « lacune » dans les annonces des FC auprès de recrues éventuelles et que plusieurs, même parmi ceux qui étaient les plus réservés au sujet du monde militaire, concèdent que ce renforcement constitue une bonne chose.

Comme autre résultat très clair de l'exercice, pour plusieurs participants moyennement prédisposés à l'égard des Forces, mais qui n'embrassent pas nécessairement le rôle d'arme de combat, la nouvelle annonce est trop chargée et trop unidimensionnelle. Ces personnes réagissent mieux à une annonce qui adopte un ton plus traditionnel sur la formation, les emplois, les carrières, les défis et ainsi de suite. Leur point de vue est cohérent avec les deux types d'annonces où chacune forme un élément essentiel d'un tableau plus complet des FC.

Finalement, cet exercice a donné un aperçu des subtilités de la sensibilité de ce groupe sur la façon dont le Canada projette sa force dans le monde. Alors que certains se sentent mal à l'aise qu'on leur rappelle que les FC existent et qu'après tout, il s'agit d'un organisme militaire conçu et destiné à des opérations là où c'est nécessaire, et la plupart d'entre eux concèdent que c'est quelque chose qu'ils connaissent déjà et qu'ils vont ultimement s'accommoder de cette vérité. Cependant, d'autres notions auxquelles l'annonce fait allusion et, en particulier, celle qui suggère que les FC sont projetées pour le bien d'une autre nation ou dans un contexte local non favorable semble porteur d'une plus grande controverse éventuelle. À cet effet, le choix d'évoquer le désir des FC de « combattre la terreur » et quelques-unes des scènes plus agressives de l'annonce peuvent témoigner d'une attitude plus provocatrice qu'il n'en faut pour souligner cet autre message essentiel.

Ces résultats mènent directement aux conclusions suivantes :

- Tout en étant problématique pour certains, l'annonce évaluée ici renforce ultimement la nature et la raison d'être fondamentales des FC. En outre, cette annonce véhicule ce message d'une façon qui servira à renforcer le sérieux de s'enrôler en s'adressant directement à ceux dont les intérêts sont compatibles et qui sont personnellement à l'aise avec la vocation militaire. Dans ce sens, une telle annonce semblerait indispensable au défi du recrutement actuel des FC.



- Les résultats de la recherche démontrent également que l'orientation de la nouvelle annonce, même si l'on conteste le fait qu'elle soit nécessaire et souhaitable, ne devrait pas supplanter les messages qui soulignent les FC comme endroit pour trouver un emploi, une carrière, une formation, un perfectionnement, des occasions, un défi et ainsi de suite. Ces motifs restent présents et nécessaires pour un grand nombre de participants positivement disposés, mais un peu mitigés face à des caractéristiques militaires plus agressives.

Certains éléments de la nouvelle annonce ne sont pas compris et peuvent éventuellement véhiculer des messages indésirés, notamment que les FC offrent une présence qui n'est pas largement voulue et qui est trop agressive dans certains déploiements, et déranger inutilement, ce qui peut en justifier le réexamen.