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**CAF RECRUITMENT ADVERTISING
SUCCESS CHECK 2017
- Final Report -**

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**Prepared for:
Department of National Defence**

por-rop@forces.gc.ca

Ce rapport aussi disponible en français.

**Prepared by:
Sage Research Corporation**



TABLE OF CONTENTS

	<u>Page</u>
SUMMARY	1
INTRODUCTION	5
DETAILED FINDINGS	
Message Communication and Impact of the Ads	8
Perceived Strengths and Issues with the Ads	11
Taglines.....	16
APPENDIX 1: STUDY MATERIALS	
APPENDIX 2: AD SCRIPTS	

Political Neutrality Certification

I hereby certify as Senior Officer of Sage Research Corporation that the deliverables fully comply with the Government of Canada political neutrality requirements outlined in the *Communications Policy* of the Government of Canada and Procedures for Planning and Contracting Public Opinion Research. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, and standings with the electorate or ratings of the performance of a political party or its leaders.

A handwritten signature in cursive script that reads "Anita Pollak".

Anita Pollak
President

SUMMARY

Every year, the Canadian Armed Forces (CAF) enrolls Regular Force (full-time) and Reserve Force (part-time) members in over 100 different occupations. The Department of National Defence (DND) is working to meet enrolment objectives in the CAF and show annual progress with enrollment of niche audiences including women, visible minorities, and Aboriginal Peoples. The DND and CAF develop advertising to support recruitment objectives, which include filling general and priority occupations, increasing the number of women, and recruiting Reservists. Components of the campaigns commenced in January, 2017, and other components are tentatively set for a launch in Spring/Summer 2017.

Key recruiting messages are:

- The Canadian Armed Forces is a first-class, professional employer that offers rewarding and challenging careers with competitive pay and benefits.
- There are more than 100 different career opportunities in the Canadian Armed Forces.

A secondary recruiting message is a career with the Canadian Armed Forces can take many forms: long-term or short-term; full-time or part-time.

This research focused on testing two 30-second digital ads in close to finished form and five taglines for the ad and overall recruitment campaigns.

- The two digital ads are referred to by the names Generic ad and Women's ad.
- The five taglines were:

Aim for extraordinary/Visez l'extraordinaire

Dare to be extraordinary/Osez l'extraordinaire

Boost your ambitions/Propulsez vos ambitions

Power your ambitions/Stimulez vos ambitions

Pursue your passion/Poursuis ta passion

The purpose of this research was to conduct a 'success' check of the advertisements prior to finalizing the ads and to identifying the tagline that best fits the campaign.

The primary objective was to evaluate the communication effectiveness of the ads in terms of message clarity and if necessary, identify possible revisions to improve communication effectiveness, in attracting the attention of the intended audience, and to identify images and/or features that provoke particularly strong reactions, either positive or negative. Another key objective of the research was to identify which of the proposed taglines best fits the ads and which can be applied to other recruitment campaigns.

Four 2-hour in-person focus groups were conducted in Toronto and Montreal April 26 and 27, 2017, split by age (18-24, 25-34).

In each group, there was a mix of men and women, spread of ages (within each group type), and representation of visible minorities within each gender. All participants had either a neutral or favourable attitude towards the CAF. (Note: In considering the results from the four focus groups, it is important to keep in mind that favourability towards the CAF does not necessarily mean interest in joining the CAF.)

Participants were shown two ads, in the following order: (1) Generic ad (i.e. designed for a broad target group), and (2) Women's ad (focused on showing women in key roles). Both ads were shown prior to discussion. The Generic ad was discussed first, followed by discussion of the Women's ad.

Because the research was qualitative in nature, not quantitative, the results provide an indication of participants' views about the topics explored, but cannot be statistically generalized to the full population. Qualitative research does, however, produce a richness and depth of response not readily available through other methods of research. It is the insight and direction provided by qualitative research that makes it an appropriate tool for exploring reactions to the CAF recruitment ads and taglines.

CAF RECRUITMENT ADVERTISING 2017

MESSAGE COMMUNICATION AND IMPACT OF THE ADS

- Overall, each ad on its own successfully communicated the main message: *The CAF offers rewarding and challenging careers*. The Woman's ad better communicates the 100+ career opportunities.
- Neither ad does a good job in communicating that there are part-time opportunities in addition to full-time career opportunities available in the Forces.
- Most participants had a positive response to both ads, albeit English participants generally tended to be more positive towards both ads (and particularly the Generic ad) than those in Montreal. There seemed to be a deeper emotional connection to the ads among Toronto English participants.
- When asked to whom the ads are targeted, the majority felt it was aimed at young adults, directed at both men and women and welcoming people of different races (the last in the Toronto English groups only).

While some understood the Women's ad intended to target women specifically, it nonetheless had a wide appeal that was not gender-specific – it was seen to be as relevant and motivating by men as by women.

- Consideration of a career in the Forces:

Overall: In general the ads seemed to be somewhat more effective among 25-34 year-olds than among the 18-24 age group.

Generic ad: Some participants in both Toronto groups said they were more likely to consider the CAF based on the ad but for most it had no impact. The ad was less impactful in this regard among the Montreal French participants.

Women's ad: Among the Montreal French participants, this ad was more effective in driving interest in considering a career in the CAF. The level of interest in the Toronto English sessions was similar for both ads.

- Likelihood of seeking more information:

The ads generated interest in looking for more information about careers in the CAF and in this regard both ads performed equally:

-- In Toronto, the 25-34 year-olds all said they would look for more info and about half of the 18-24 year-olds said the same.

-- In Montreal, about half of the participants in each group said they would look for more information – however, for some this was more about seeking information for others than for themselves.

PERCEIVED STRENGTHS AND PERCEIVED ISSUES WITH THE ADS

Generic Ad

Participants in both cities, generally identified the same perceived strengths and issues for the Generic ad. However, there were some general differences by city in responses to the ad. Toronto participants were more positive towards the message of the ad and to some extent this also drove the more positive reaction to the ad and the deep emotional connection they made with the ad. In contrast, most of the Montreal participants were less moved by the content and message of the ad and raised more issues about the ad.

- The Generic ad was perceived to be strong in maintaining interest in watching the ad and in showing non-stereotypical roles/careers in the CAF.
The Toronto English participants generally liked the fast-cut style and tempo of the ad judging it to be attention-getting, whereas some in Montreal felt it was too fast-paced.
Toronto participants connected with the ad on an emotional level (invitation to take on a personal challenge, help others) far more so than those in Montreal.
- There were three suggested changes to the ad by participants in both cities:
 - The frame with the Super: *100+ full and part-time careers* and the website address is shown too quickly, and the suggestion was to show this frame for a longer period of time
 - More clearly show what the chef is doing and how it fits in the ad
 - Include more non-stereotypical CAF careers
- Also, related to the Super: *100+ full and part-time careers* frame, a few participants in Montreal felt that in addition to not being on the screen long enough, the website URL itself (www.canada.ca/forces-emplois) was too long to easily remember. Participants in the Toronto sessions did not specifically mention the website address as an issue – they commented solely on the perception that the information in this frame flashed by too quickly.
- Many participants in Toronto liked the opening dive scene in this ad (and also in the Women’s ad) – it was attention-getting and represented a non-stereotypical CAF career. Most participants in Montreal, however, said this scene was confusing.

Women’s Ad

In all the sessions the Generic Ad was shown first and the Women’s ad was shown second. As such, participants were familiarized with the underlying recruitment campaign in the Generic ad, and the Women’s ad builds on this.

- The two ads as part of a campaign work very well together and are complementary in both communicating the main messages (except that part-time opportunities are available) and in reinforcing the emotional connection to the message among the Toronto participants and in generating an increased emotional reaction to the CAF among the Montreal participants.
The ad, while designed to target women, is as impactful among men as it is among women – the roles/careers shown are not seen to be gender specific but more about how taking on those roles can be personally rewarding while helping others.
- The following summarizes the perceived strengths of the ad (there were very few perceived issues about the ad).

- Showed both more diverse roles (the girl doing push-ups/studying and the doctor) and more humanitarian/peacekeeping roles
- Clearer tie in between visuals and audio and telling a story; the perceived slower pace of the ad and the perception that the visuals and the audio were more in synch
- The message about education and training

TAGLINES

Overall, there was no one tagline that was consistently preferred regardless of age and region/language.

- **English/Toronto:** There was a tendency to favour the taglines with *extraordinary* over the taglines with *ambitions* or *passion*, particularly the tagline *Dare to be extraordinary*.
- **French/Montreal:** The results were more mixed and somewhat less consistent by age but taglines with *ambitions* tended to be a bit more likely to be preferred than taglines with *l'extraordinaire*. The two taglines *Propulsez vos ambitions* and *Osez l'extraordinaire* seemed a bit stronger than the other taglines.

For most participants the word *dare* is seen to be a strong, direct call-to-action. We hypothesize that this tagline would have performed better in the Montreal groups if there had been a more literal translation or adaptation of the tagline to make it clear that the reference to being extraordinary is about the individual and not the CAF.

Most participants felt that the ads should use the plural/formal *vous* rather than singular/familiar *tu*. The taglines might use either, with the possibility that the *tu* form may personalize or strengthen the call-to-action at the end of the ad.

Total contract value: \$32,826.50 (HST included).

INTRODUCTION

BACKGROUND AND PURPOSE

Every year, the Canadian Armed Forces (CAF) enrolls Regular Force (full-time) and Reserve Force (part-time) members in over 100 different occupations. The Department of National Defence (DND) is working to meet enrolment objectives in the CAF and show annual progress with enrollment of niche audiences including women, visible minorities, and Aboriginal Peoples. The DND and CAF develop advertising to support recruitment objectives, which include filling general and priority occupations, increasing the number of women, and recruiting Reservists. Components of the campaigns commenced in January, 2017, and other components are tentatively set for a launch in Spring/Summer 2017.

Key recruiting messages are:

- The Canadian Armed Forces is a first-class, professional employer that offers rewarding and challenging careers with competitive pay and benefits.
- There are more than 100 different career opportunities in the Canadian Armed Forces.

A secondary recruiting message is a career with the Canadian Armed Forces can take many forms: long-term or short-term; full-time or part-time.

Collectively the recruitment campaigns will consist primarily of digital, with a possibility for print, out of home and cinema in the media mix. Common or complementary messaging and creative concepts will be used across all channels in order to maximize reach and impact.

Based on the results of research conducted in 2016, DND identified a concept which successfully communicated the “other side” of the CAF and conveyed a clear message about the wide range of military professions in the CAF. It is Millennial-focused by providing a sense of “what’s in it for me”; talking directly to them; challenging their perception of CAF jobs; and driving interest in finding out more.

The materials tested were two 30-second digital ads in close to finished form and five taglines for the ad and overall recruitment campaigns.

- The two digital ads are referred to in the report by the names Generic ad and Women’s ad.
- The five taglines were:

Aim for extraordinary/Visez l’extraordinaire
Dare to be extraordinary/Osez l’extraordinaire
Boost your ambitions/Propulsez vos ambitions
Power your ambitions/Stimulez vos ambitions
Pursue your passion/Poursuis ta passion

The purpose of this research was to conduct a ‘success’ check of the advertisements prior to finalizing the ads and to identify the tagline that best fits the campaign.

Research Objectives

The overall objective was to evaluate the efficacy of the advertisements in attracting the attention of the intended audience and to identify images and/or features that provoke particularly strong reactions, either positive or negative. Another key objective of the research was to identify which of the proposed

taglines best fits the ads and which can be applied to other recruitment campaigns. The specific research objectives were to:

- Assess the communication effectiveness of the 2017 recruitment campaign in terms of message clarity, being perceived as realistic and credible, and not being perceived as disturbing or offensive
- Determine if the messaging captures the attention of the target audience
- Assess if the messaging encourages the target audience to seek information about the CAF
- If necessary, identify possible revisions that might improve communication effectiveness
- Identify the strengths and weaknesses of the proposed taglines and the tagline that both fits the current advertisement and overall recruitment campaigns.

METHOD

Number and Location of Focus Groups

A total of four 2-hour in-person focus groups were conducted April 26 and 27, 2017, with two groups in each of the following cities, split by age:

Group Types:	Total	Toronto (English)	Montréal (French)
<i>18-24 years of age</i>	2	1	1
<i>25-34 years of age</i>	2	1	1
	4	2	2

There was a total of 32 participants, 16 in each location.

Participant Qualifications

Except for age, the participant qualifications for all four focus groups were the same.

- Canadian citizen
- Excluded were Individuals who themselves or an immediate family member:
 - Work in any of the following areas: marketing or marketing research, advertising or video or film production, graphic design, Web site design, media, public relations, federal or provincial government
 - Currently employed/serving or previously employed/served in the Canadian Armed Forces or the Reserves; currently a Cadet or have been involved with the Cadet program in the past
- Have a favourable or neutral overall opinion of the CAF, i.e. exclude those who have a negative overall opinion of the CAF
- Recruits met the MRIA guidelines for past participation in qualitative research: Not attended a qualitative session in the past six months, nor attended five or more qualitative sessions in the past five years or ever on the topic of advertising for DND
- Able to speak and read in the language of the focus group

We aimed for the following demographic composition in each group based on 12 recruits:

- Mix on *age*, within the two age groups above

- Mix on *education* (must have completed Grade 10) and *income*
- *Gender*: 6 women; 6 men
- *Visible minorities*: 6 per group – 3 women; 3 men
- *Working status*:
 - 18-24: minimum of 6 per group employed, maximum of 3 students
 - 25-34: minimum of 7 per group employed, maximum of 2 students

The recruiting was done by Nielsen Opinion Quest, using a combination of Nielsen's opt-in qualitative database and random dialing of a cell-only sample.

Participants were paid an honorarium of \$100

Group Procedure

In each group, participants were shown the two ads, in the following order: (1) Generic ad (i.e. designed for a broad target group), and (2) Women's ad (focused on showing women in key roles). After each ad was shown and prior to discussion, each participant completed a questionnaire on their reactions to the ads. The Generic ad was discussed first, followed by discussion of the Women's ad.

For the five taglines, participants were asked to complete a questionnaire (rating of each tagline and ranking of the taglines) prior to discussion of the taglines.

LIMITATIONS OF THE RESEARCH

Because the research was qualitative in nature, not quantitative, the results provide an indication of participants' views about the topics explored, but cannot be statistically generalized to the full population. Qualitative research does, however, produce a richness and depth of response not readily available through other methods of research. It is the insight and direction provided by qualitative research that makes it an appropriate tool for exploring reactions to the CAF recruitment ads and taglines.

MESSAGE COMMUNICATION AND IMPACT OF THE ADS

MESSAGE COMMUNICATION

The two ads as part of a recruitment campaign were intended to communicate the following messages:

The Canadian Armed Forces is an employer of choice that offers rewarding and challenging careers.

There are more than 100 different career opportunities in the Canadian Armed Forces.

A career with the Canadian Armed Forces can take many forms: full-time or part-time.

- Each ad on its own successfully communicated the first intended message -- *The CAF offers rewarding and challenging careers*. This message was clearly shown in the ads with the variety of careers available and reinforced by the audio.
- The Women's ad did better communicating the 100+ careers message than did the Generic ad, and neither ad did a good job communicating that there are part-time opportunities in addition to full-time career opportunities available in the Forces.

In the Women's ad the voice-over explicitly refers to "over 100 exciting careers" and is reinforced by the super at the end of the ad, whereas this information is only shown as part of the super in the Generic ad. While both ads do successfully communicate the diverse career opportunities in the Forces, the Women's ad more effectively communicates this message.

In both ads, the only reference to full-time and part-time careers was in the super at the end of each ad; there was no reference in the voice-over script. Notably, there was some criticism of the frame showing the super – a number of participants felt it was not on the screen long enough to read the information.

We hypothesize that this may perhaps have had some impact on the level of interest in seeking additional information about careers in the CAF and in likelihood of considering a career in the Forces.

Other messages from the ads noted by some participants:

- There is more to joining the Forces than "*going out somewhere with a gun.*"
- The CAF welcomes and is open to women as well as men.
Among the Toronto English participants only: the CAF is inclusive of different races.
- Skills learned in the Forces can be applied to different areas of one's life and the skills can be used later in civilian life.
- A career in the Forces not only benefits the individual ("*it will make you a better person*") and others but also "*gives one a sense of personal fulfillment*". It is also about "*what I can accomplish as well as what I can contribute.*"
- Among Toronto English participants, it is about serving and protecting one's country.
- Based on the Women's ad only, the CAF provides education and training.

Most participants had a positive reaction to both ads, rating them as either *excellent* or *good*. That being said there was a different nuance to these ratings when comparing the Toronto English and Montreal

French results – the Toronto participants generally tended to be more positive towards both ads (and particularly the Generic ad) than those in Montreal.

- Among the participants in the Toronto sessions, the following types of emotions were commonly associated with the ads:

“Adventurous/exciting/thrilling”

“Challenging”

“Inspiring/fulfilling/passion/compassion”

“Curious/intriguing/surprising”

“Appealing/engaging/motivating”

“Proud”

While some of the Montreal participants also expressed some of these same emotional reactions to the ads, it was not as frequent. Moreover, it is our sense that there was not the same depth of emotional connection with the ads, particularly with the Generic ad. Also, there were somewhat more who said they were not touched by the ads because they either disliked some element of the ads or how the ads were rendered, or because they said they were confused by some element of the ads.

- There were a few participants in both Toronto and Montreal, albeit more so in the Montreal sessions, who did not find the ads credible. In their view, these ads showed only one side of life in the Forces:

“It’s misleading. It made joining the CAF look fun, exciting and glorified. It can be but it is also dangerous.”

“It’s too nice to be true. They are only trying to sell you the nice side of things.”

PERCEIVED TARGET AUDIENCE FOR THE ADS

The majority of participants identified the target group by age -- young adults, those 18-25, or 18-29. This reflects the perceived ages of the people shown in the ads and this age group is unlikely to have yet settled on a career path. Some Toronto English participants defined the target group as being for those who want adventure and are up to the challenge of a fast-paced and often physically demanding career.

Both ads were perceived to target women and men and although some participants felt the Women’s ad was specifically designed to recruit women. The Woman’s ad had a wide appeal that was not gender-specific and was as relevant and motivating for the male participants as it was for the female participants in the groups.

The ads were also seen to be inclusive (by Toronto participants only) and to invite people of different races to join the CAF.

PERCEIVED IMPACT ON BEHAVIOUR

Participants were asked about whether or not the ads had any impact on their likelihood to consider the CAF as a career option and on their interest in seeking more information about careers in the CAF. To be eligible for participation in the focus groups, all participants had to have either a favourable or neutral overall opinion of the CAF. However, it is important to keep in mind that favourability towards the CAF does not necessarily mean interest in joining the CAF.

Toronto/English:

- Some participants in both age groups said they were more likely to consider the CAF as a career option, but most said that the ads had no impact on them in this regard. Both ads seemed to be a bit more effective among the 25-34 age group than among those 18-24.
- All the participants in the 25-34 age group said they were more likely to seek out more information about the CAF. Among those 18-24, the group was about split -- almost as many indicated they might look for more information about careers in the CAF based on these ads as indicated the ads had no impact in this regard.

Montreal/French:

- For the Generic ad, all of the participants in the 18-24 age group and most of those in the older age group said the Generic ad had no impact on their likelihood to consider a career in the CAF. The Women's ad was more effective in driving consideration of a career in the CAF among both age groups. As among the Toronto participants, the ad was more effective among the older age group.
- In both age groups, about half of the participants said they would likely seek more information about career options in the CAF. However, while some of these participants were curious about what other career opportunities may be available, there were others whose interest in looking for more information was driven primarily by a desire to pass on the information to family, friends or co-workers rather than for themselves.

PERCEIVED STRENGTHS AND ISSUES WITH THE ADS

GENERIC AD

Participants in both cities generally identified the same perceived strengths and issues for the Generic ad. However, there were some general differences by city in the responses to the ad. Toronto participants were more positive towards the message of the ad and to some extent this also drove the more positive reaction to the ad and the deep emotional connection they made with the ad. In contrast, most of the Montreal participants were less moved by the content and message of the ad and raised more issues about the ad.

PERCEIVED STRENGTHS

Toronto/English:

- **Attention-getting:** In general, the ad had some strong attention getting elements and elements that maintained interest in watching the ad including:
 - The opening scenes with the diver and particularly the chef, and generally the non-stereotypical occupations available in the CAF
 - The diversity of occupations and scenes and people – both men and women and different races
 - The execution itself -- the style, the tempo and pace (in keeping with the ‘dynamic’ careers in the ad), the music, the question/answer format of conveying information, it was to the point
- **Emotional connection with the ad:** Beyond communicating the main message about career opportunities in the CAF, most participants also strongly and positively connected with the invitation to take on personal challenges and help others and in that sense the ad was seen to be aspirational.
 - “Motivates people to want more out of their lives.”*
 - “Gain more skills and do good.”*
 - “There are multiple ways to serve. Join the CAF and unlock your potential and challenge yourself.”*
 - Enlisting will allow one to test and exceed their limits in diverse, fast-paced and demanding roles.*
 - “It’s a very powerful message about becoming involved in something meaningful. It’s a call to people who want to have a purpose in life – ‘save a life’, ‘be at the right place at the right time’.”*
- **Showing non-stereotypical roles/careers:** There are three components to this:
 - Showing careers that are not explicitly combat-related
 - Showing both genders and different races
 - Showing careers that are unexpected (the chef in particular), resulting in some people being curious about what other careers may be available in the CAF rather than the roles they typically associate with the CAF

Montreal/French: Participants in the Montreal sessions generally identified the same strengths as did the participants in the English sessions related to elements that maintained interest in watching the ads

and reacted positively to the ad showing non-stereotypical roles/careers. Notably, though, none of the participants in the Montreal French sessions commented on the different races of people in the ad, suggesting that they either did not notice this in the ads or it did not stand out because they took it for granted that CAF members would be of different races.

PERCEIVED ISSUES

Toronto/English:

- **The frame with Super: 100+ full and part-time careers and website:** In the 18-24 age group, there was general agreement that this frame of the ad was shown too quickly before moving on to the Canada wordmark.

“What I didn’t like about the ad was the end where you’re showing the information. I literally can’t read the information that fast, I’m not a fast reader so it just kind of flashes and then it shows the Government of Canada.”

“I think everybody knows that it’s from the Government of Canada and everybody knows the anthem. But I mean not everybody is going to know the information about the CAF.”

The following comments each were made by a few participants

- **The chef:** For most participants, the scene with the chef was a very strong element of the ad in keeping attention and in conveying an atypical career in the CAF. However, there were a few participants in each group who found this scene confusing or did not like it:
 - It was an unexpected occupation and some of these participants did not understand this role in connection with the CAF.
 - They felt the phrase ‘jump into the heat’ was trite and contributed little to understanding the relevance of the scene in a CAF recruitment ad or to explaining this particular career option.
- **Include more scenes with non-stereotypical CAF careers:** A few participants suggested adding in more scenes showing careers like the chef that are not combat-related and are not the usual careers one automatically associates with the CAF. Also, it was suggested that perhaps these careers should be ones that are less physically demanding and in a slower pace environment.

“Based on the different roles they showed, it almost seemed like you had to be really good at fast-paced, high stress jobs and in very good physical shape. I’m thinking that there must be jobs like in administration or something where you’re working hard but not flipping food or diving.”

- **Label careers:** For those unfamiliar with the CAF, label what role/job each person is doing to tie in the visuals in with the actual role in the CAF.

Montreal/French: Participants in the Montreal sessions identified the same issues with the frame featuring the Super: 100+ full and part-time careers and the website (that is the frame was shown too quickly), the ambiguity of the scene with the chef, and the suggestion to include more scenes that showed non-stereotypical CAF careers.

Also, related to the Super: 100+ full and part-time careers frame, a few participants felt that in addition to not being on the screen long enough, the website URL itself (www.canada.ca/forces-emplois) was too long to easily remember. Participants in the Toronto sessions did not specifically mention the website

address as an issue – they commented solely on the perception that the information in this frame flashed by too quickly.

Most participants said they did not understand or had questions about the diver:

“What is the diver doing? How is this scene relevant to the ad?”

“Why is she in the middle of the ocean diving alone? There is no team with her.”

The following additional comments each were made by at least two participants in the Montreal French sessions:

- **The execution is too fast-paced:** This led some to have difficulty in following the scenes because they moved too quickly from one scene to the next and in connecting the audio and visual, which in turn led to some confusion about what was being shown.
- **There is nothing special about the ad:** *“I have seen this type of ad for army recruitment thousands of time in Canada, the U.S. or in France. There are millions of ways to say it but the message is always the same – you can be part of the army.”*

WOMEN’S AD

In all the sessions the Generic Ad was shown first and the Women’s ad was shown second on the basis that the Generic ad would be used by DND for general recruitment and would therefore receive most of the media weight. From a methodological perspective, it must be noted that participants were now familiarized with the underlying recruitment campaign in the Generic ad, and the Women’s ad builds on this. The two ads as part of a campaign work very well together and are complementary in both communicating the main messages (except that part-time opportunities are available) and in reinforcing the emotional connection to the message. Notably, it is the Women’s ad that generated the most positive reactions in the Montreal sessions rather than the Generic ad.

PERCEIVED STRENGTHS

Toronto/English:

- **Showed more diverse roles:** Many liked the addition of the girl studying/doing push-ups and of the doctor.
- **Showed more humanitarian/peacekeeping roles:** Some liked this aspect of the ad because it focused more on non-combatant roles. It reinforced how personally challenging and rewarding a career may be in the Forces.
- **Clearer tie in between visuals and audio:** Some participants felt that there was more of a story being told in this ad than in the Generic ad, resulting in a perception that the visuals and the voice-over were more in synch.
- **The ad is as impactful among men as it is among the intended target group of women:** Some participants in the younger age group spontaneously commented positively on the fact that the ad showed only women. This showed that (a) the Forces are changing from being stereotypically male dominated; (b) women not only have a role to play but are also welcome; (c) women can have important roles/careers that are both physically demanding and challenging:

“It had all women and the majority were young women which is awesome. It just shows that when you think of the Forces, you think of the Old Boys’ Club. This one shows you women doing push-ups, diving, being doctors and all these things.”

Importantly, though, there were more participants, particularly those in the 25-34 age group, who focused on the roles and careers shown and not on the gender of the CAF member. For them, the ad was equally relevant and relatable. It also evoked the same types of emotional connections – strong positive feelings about what careers in the CAF might mean to them and to others about how one’s role in the CAF can make a difference.

- **Message about education and training:** The scene of the woman doing push-ups communicated that not only can you receive an education in the CAF but also that the CAF will provide training. The latter was seen as an important message for those who do not feel that they would currently be able to meet the physical standards required to join the CAF or be prepared to handle the high-stressed, fast paced jobs without training.
- **The pace of the ad:** The perceived slower pace of the ad was judged to fit well with this ad and while this was not an issue for the Generic Ad, participants felt that this pace was better suited to the types of images and the more story-telling style of this ad.

Montreal/French: Participants in the Montreal sessions generally identified the same strengths as did the participants in the English sessions. In addition they perceived this ad to have a broader appeal in that it shows that the CAF has career opportunities both for those who seek blue collar careers and those who seek professional careers (e.g. doctor).

PERCEIVED ISSUES

There were no perceived issues with this ad among the Toronto English participants.

Among the Montreal French participants there were two scenes participants commented on:

- A few either disliked or were confused by the scene with the woman doing push-ups, and particularly the perceived age of the woman, i.e. she was perceived to be too young to be in the CAF.
- Participants made the same comments about the scene with the diver in this ad as they had made in discussing the Generic ad.

75-SECOND GENERIC COMPILATION AD

The Montreal 25-34 year-old participants were also shown an extended 75-second compilation version of the Generic ad.

Not surprisingly, given its length, most participants felt that the 75-second compilation ad helped them better understand some of the visuals in the 30-second ads and added to their understanding of the messages (including the CAF offers paid education and training, and part-time opportunities). Understanding was particularly improved for the scene with the chef. The sequence showed the chef passing the tray from the kitchen followed by a wide angle shot of CAF members together in a cafeteria. The addition of these few seconds served to clarify the chef’s role from beginning to end. Moreover,

showing the crowd scene added another element to the ad that was perceived positively. It showed the CAF as being a friendly, warm environment and a sense of camaraderie among the members.

Notably though, participants did not feel that there was anything in the 75-second spot that helped them understand the dive scene.

TAGLINES

Following the discussion of the ads, participants were presented with the following five taglines:

Aim for extraordinary/Visez l'extraordinaire
Dare to be extraordinary/Osez l'extraordinaire
Boost your ambitions/Propulsez vos ambitions
Power your ambitions/Stimulez vos ambitions
Pursue your passion/Poursuis ta passion

Prior to group discussion, participants were asked to:

- rate each tagline on how well each fits with the two ads, using a 4-point scale from *excellent* to *not very good*
- select the tagline that best fit the ads, their second choice, and their last choice

In the Montreal sessions, participants were also asked to comment on which pronoun form was more appropriate for the ads, that is the plural/formal pronoun *vous* or the singular/familiar form *tu*.

OVERALL TAGLINE PREFERENCE

Overall, there was no one tagline that was consistently preferred regardless of age and region/language.

That said, among English-speaking participants, there was a tendency to favour the taglines with *extraordinary* over the taglines with *ambitions* or *passion*.

Among French-speaking participants, the results were more mixed and somewhat less consistent by age. That said, it appears that taglines with *ambitions* tended to be a bit more likely to be preferred than taglines with *l'extraordinaire*. So, the preference pattern was different for Montreal compared to Toronto.

Toronto/English: In the Toronto groups, with only a few exceptions (3 out of 16 participants), participants selected one of the two taglines that contained the word *extraordinary* as best fitting the two ads.

The tagline *Pursue your passion* was the first choice of the remaining three participants. In general, this tagline is stronger among 18-24 year-olds than among the older age group, that is as many 25-34 year-olds selected it as their last choice as selected it as either their first preferred tagline or their second choice.

The two taglines containing the word *ambitions* received the most combined votes for **last** choice (9 of 16 participants) and particularly among those 18-24 year of ages (6 of 9 placed it last). No one in either age group selected it as their first choice and the *Boost your ambitions* tagline on its own was also not selected by any participant as their second choice.

Montreal/French: Combining the two age groups, there was a tendency to prefer taglines with *ambitions* over those with *l'extraordinaire*. This tendency was stronger for 18-24 year-olds. Among 25-34 year-olds, first choice preference was split between *Osez l'extraordinaire* and the two *ambitions* taglines.

Poursuis ta passion was the first choice among three participants – all in the 18-24 age group. This age trend is consistent with the Toronto/English results.

REASONS FOR PREFERENCE

The meaning of words: Extraordinary, Passion, Ambitions

Participants responded to these words in the taglines based on their perceptions about the CAF in general and the specifics of the two ads and also based on their personal understanding of the meanings of the words. Notably, there were some considerable differences between how the participants in the two cities interpreted and responded to these words in the context in which they were presented.

Extraordinary

Overall, *extraordinary* in the English groups was more effective than was *l'extraordinaire* in the French groups.

Toronto/English: Among the Toronto participants who chose either of the two taglines with *extraordinary*, the following were the types of reasons given:

- At a general level, individuals who choose to serve in the CAF and serve their country in this way are not the “average” person. Beyond being required to be in good physical condition, serving in the Forces is viewed to be demanding both in terms of the conditions they might work in and being away from loved ones.
- Both ads showed individuals involved in challenging activities and occupations, either because of the physical demands (e.g. the diver) or because of the fast-paced or hostile environment in which they work. While there are similar jobs in civilian life, the circumstances in which people would work are far less demanding.
- Relative to either *ambitions* or *passion*, the word *extraordinary* is more aspirational. One participant in 25-34 age group summed it up as follows:

“*Extraordinary is more of a very positive and objective term for being the best that you can be.*”

Montreal/French: Among the Montreal participants who favoured a tagline with *l'extraordinaire*, the focus was on the tagline *Osez l'extraordinaire*. The word *osez* (*dare*) was the significant element contributing to this preference.

As discussed below, though, many of the participants seemed to have interpreted *l'extraordinaire* to be a description of the CAF rather than about the individual being “extraordinary”. The former interpretation was associated with a less positive and credible reaction to *l'extraordinaire*.

Passion

Those who chose the *Passion* tagline felt that the word connotes following your heart – that is, doing something that you are passionate about. It does not require one to prove to oneself or to others that you are ‘extraordinary’ or special. Rather, it is more about doing something you care a great deal about. It is seen as less judgmental and more individualistic – that is, it is about a personal journey of discovery.

“So it's not about proving something to other people, it's more about finding what makes you unique and what you love to do and then pursuing that regardless of like status, or what your family says.”

In the Montreal sessions, the word *passion* was misunderstood by some participants in the sense that it was associated with passion for the CAF and not with the individuals' goals in the CAF. In this context, the tagline was perceived to be effective only for those who already have a strong interest in the Canadian Forces – i.e. the Canadian Forces is already their “*passion*.”

Ambitions

Toronto/English: The word *ambitions* was the least motivating of the three tagline words. It did not evoke the strong emotional connection that some participants made with the word *passion* nor did it generate the strong connotation of aiming for excellence associated with the word *extraordinary*.

“You know ambition – it's like when you want to do something. Passion is like you need to do something.”

Montreal/French: Some participants selected a tagline with the word *ambitions* through a process of elimination, i.e. because they either rejected or misunderstood the two other words (*l'extraordinaire*, *passion*) in the contexts in which these occurred.

Reasons for Preferring: Extraordinary/L'extraordinaire Taglines

Toronto/English: In the 18-24 age group, the preferred tagline was *Dare to be extraordinary* over *Aim for extraordinary* whereas in the older age group, participants were equally split between *Aim for extraordinary* and *Dare to be extraordinary*.

Among those who chose the *Dare* version of the tagline, the reasons given were:

- The ads were judged to be targeted at people who are adventurous and looking for a challenge and thus it's a dare to these people to step up to the challenge.
- *Dare* fits with the careers shown – they are daring jobs so the word *dare* is appropriate to sum up what the ads are about.
- It is both an invitation and a more direct call-to-action compared to *Aim for extraordinary* or any of the other three taglines. It was also seen as a bit playful, i.e. reminiscent of “Truth or Dare” games.
“Dare to be different than like maybe who you already are or what you think is normal.”
“It's like don't be afraid to believe in yourself.”
- *Dare to be extraordinary* is more attention-getting than any of the other taglines, especially *Pursue Your Passion* which some spontaneously commented is overused as a phrase.
- Among 25-34 year-olds who chose *Dare*, there was a sense that a “Dare/Try this” approach, might appeal to the 18-29 age perceived target group for the ads.

Among those who chose the *Aim* version of the tagline, the main reasons for choosing it over *Dare to be extraordinary* were:

- The word *Aim* implies that it's more about personal goal-setting and making a conscious personal decision rather than about doing something because you have been dared.

- *Dare* implies that one is not sure if they have what is required and one needs to prove oneself (I dare you to show us you are extraordinary) whereas *aim* implies that one has what it takes to do it.
- It is aspirational – you’ve set yourself a goal and you are going to do something.

Montreal/French: Four of eight in the 25-34 age group selected *Osez l’extraordinaire* as best fit with the ads, as did one participant in the 18-24 age group. No one in either group selected the *Visez* version.

Those who selected *Osez l’extraordinaire* did so based on the strength of the word *osez*.

Overall, the French and English taglines are viewed as different concepts by participants. In English both of the *extraordinary* taglines are perceived to refer to the individual being extraordinary, whereas in French both of the *l’extraordinaire* taglines were interpreted as being a description of the CAF – that is, the CAF is extraordinary and not the individual. This reduced preference for both of the *l’extraordinaire* taglines.

Maybe a more literal translation or adaptation of the English version (*Dare to be extraordinary*) such as either *Osez devenir extraordinaire* or *Osez être extraordinaire* might have yielded a more consistent interpretation of *l’extraordinaire* as applying to the individual.

Reasons for Preferring: The Ambitions Taglines

Toronto/English: As noted, neither of the two *Ambitions* taglines were selected as a best fit for the two ads. This is driven by the fact that the other three taglines made a stronger emotional connection with participants. There were several other reasons why they were judged to be less suitable taglines for these ads:

- *Boost your ambitions* was seen to be condescending, and to have an underlying criticism of the individual. Particularly among the 18-24 age group, it was seen to be akin to a child being chastised by a parent for not measuring up to the parent’s standards or goals:

“It kind of like implies that you don’t have a lot of ambition to begin with or you’re not motivated.”

“It kind of sounds like when your parents aren’t happy with what you choose to be ambitious towards. Boost your Ambitions just comes off like that to me. Like oh, you don’t have ambition, you need to have more of ambition towards this job rather than what you feel like you’re ambitious towards right now type of thing.”

One further point to note: 13 of the 16 participants rated this tagline as either just *OK* or as *Not very good*.

- *Power your ambitions* did not have the same perceived issue with tone as the *Boost* version so it was viewed a bit more positively. However, relative to the other three taglines, it was not seen to be either as engaging or as interesting.

Montreal/French: Eight of 16 participants chose one of the two *ambitions* taglines, with *Propulsez vos ambitions* being the stronger of the two taglines. Those who preferred this tagline selected it over the *Stimulez* version for two main reasons:

- *Propulsez* was considered to be more appealing than *stimulez*. Some participants felt that *stimulez* as a word is overused and also has a sexual connotation. In contrast, *propulsez* is less commonly used and would be more attention-getting.

- *Propulsez* as a word was seen to be similar to *osez*. It was seen to be an invitation and a direct call-to-action. It also implied that an individual joining the CAF could use it as a ‘springboard’ to achieve their ambitions, whether they are just starting out in their careers or if they already have a job.

Reasons for Preferring: Pursue your passion/Poursuis ta passion

Toronto/English: Among those who selected *Pursue your passion*, the reasons given were:

- It appeals to one individually, encouraging one to follow one’s dream
- It is seen to be an invitation to pursue something one loves rather than daring you to do something; and these participants prefer the softer call-to-action of this tagline versus the “dare” tagline.

One or two participants in each group felt that there was nothing special about this phrase or this phrase as it related to the two ads, or that there is nothing about this tagline that is unique or inherently relatable to the CAF, i.e. “the phrase is overused” or “everyone uses it.”

Montreal/French: Three of eight in the 18-24 age group selected *Poursuis ta passion* as best fit with the ads and no one in the 25-34 age group selected this tagline. Those who preferred this tagline did so for the same types of reasons as their English counterparts. As noted earlier, there was some confusion among participants as to what the passion referred to and those who interpreted as it being about passion for the CAF did not think it fit well with the ads.

VOUS VS. TU PRONOUN

None of the participants spontaneously mentioned anything about the use of the singular/familiar form *tu* in the course of the initial discussion of the five taglines.

When specifically asked by the moderator, most participants felt that the *vous* form should be used in the ads:

- The ads are targeting a wide range of people, not just one individual and thus the plural form was more appropriate and more inclusive.
- The *vous* form is more polite, i.e. *tu* is too familiar.
- The *vous* form brings a more professional and respectful tone to the ads and is judged to be more appropriate for ads focused on careers.
- In the 25-34 age group, many commented that using *tu* is “*much too American*” and some associated it with the slogan “we want you!” which was considered to be a negative or authoritative approach.

A few participants suggested using the *vous* form for the voice-over in the ads themselves and using the singular/familiar in the tagline. In their view, using the *tu* form would make the call-to-action more personal and the change to the singular/familiar may make it stand out more.

APPENDIX 1:
STUDY MATERIALS

Recruitment Advertising Testing -- Screener --

Hello//Bonjour (pause), I'm _____ of Nielsen Opinion Quest, a marketing research company. We are organizing a research project on behalf of the Government of Canada. We are recruiting for a series of small group discussions regarding advertising and are looking to include people 18 to 34 years of age. Would you be that person?

- | | | |
|-----|---|--|
| Yes | 1 | |
| No | 2 | Ask if there is someone else in the household you can speak with; if not, thank and end the interview |

Would you prefer that I continue in English or in French? Préférez-vous continuer en français ou en anglais? **[If prefers French, switch to the French screener and continue]**

[If prefers to continue in English for the Montreal French-language focus groups, ask:] The discussion will be held entirely in French, and participants will be asked to review and discuss advertising materials only in French. Would you be comfortable with this?

- | | | |
|-----|---|--|
| Yes | 1 | Interviewer say: <i>Because the session will be in French only, I will continue asking my questions in French</i> |
| No | 2 | Thank and end the interview |

[If prefers to continue in French for the Toronto English-language focus groups, ask – note that the final screener will use French for this question:] The discussion will be held entirely in English, and participants will be asked to review and discuss advertising materials only in English. Would you be comfortable with this?

- | | | |
|-----|---|--|
| Oui | 1 | Interviewer say: <i>Because the session will be in English only, I will continue asking my questions in English</i> |
| Non | 2 | Thank and end the interview |

In this project, an individual like yourself is chosen to sit down with several others and give ideas and opinions. We are having a few of these discussion sessions, and would be interested in having you participate.

In the discussion session, you would be asked to review some advertising materials and give your ideas and opinions about these materials.

Your participation is voluntary. All information collected, used and/or disclosed will be used for research purposes only and administered according to the requirements of the *Privacy Act*. The full names of participants will not be provided to the government. May I continue?

- | | | |
|-----|---|------------------------------------|
| Yes | 1 | |
| No | 2 | Thank and end the interview |

I need to ask you a few questions to see if you fit the profile of the type of people we are looking for in this research. This will take about 4-5 minutes.

Note to recruiter: When terminating a call because of their profile say: *Thank you for your cooperation. We already have enough participants who have a similar profile to yours, so we are unable to invite you to participate at this time.*

0) **Record gender:**

- | | | |
|--------|---|---------------------------------|
| Male | 1 | Recruit 6 of each gender |
| Female | 2 | |

1) We would like to talk to people in different age groups. Into which **one** of the following groups should I place you? **(Read list)**

- | | | |
|--------------------|---|---|
| <i>Under 18</i> | 1 | Thank and end the interview |
| 18 or 19 | 2 | } Qualifies for Younger group;
Recruit mix |
| 20 to 22 | 3 | |
| 23 to 24 | 4 | |
| 25 to 28 | 5 | |
| 29 to 31 | 6 | } Qualifies for Older group; Recruit
mix |
| 32 to 34 | 7 | |
| <i>35 or older</i> | 7 | Thank and end the interview |

2a) Are you or anyone in your household or immediate family members including parents, siblings, spouse, or children currently employed or ever been employed in any of the following types of industries? **(Read list)**

	<u>No</u>	<u>Yes</u>	
Marketing or marketing research	()	()	If “yes” to any, thank and end the interview
Advertising, video or film production, web or graphic design	()	()	
Media, that is TV, radio, newspaper, magazine or an online news site	()	()	
Public relations	()	()	
Federal or provincial government	()	()	

2b) Have you or a member of your immediate family ever served in the Canadian Armed Forces either on active duty or in the Reserves?

- | | | |
|-----|---|------------------------------------|
| Yes | 1 | Thank and end the interview |
| No | 2 | |

2c) Have you ever been a Cadet?

- | | | |
|-----|---|------------------------------------|
| Yes | 1 | Thank and end the interview |
| No | 2 | |

3a) Do you know anyone who is currently employed or has previously been employed by the Canadian Forces? **(Read list)**

	<u>Yes</u>	<u>No</u>
As a member of the Regular Forces	1	()
As a reservist	2	()
As a Cadet	3	()
As a civilian employee	4	()

3b) And, what is your overall opinion of the Canadian Forces? Would you say it is...? **(Read list)**

Very favourable	1	
Somewhat favourable	2	
Neutral	3	
Somewhat unfavourable	4	Thank and end the interview
Very unfavourable	5	Thank and end the interview

4a) Are you currently? **(Read list)**

Employed full time	1	Go to Q.4b
Employed part-time	2	Go to Q.4b
Self employed	3	Go to Q.4b
A homemaker	4	Go to Q.5a
A student	5	Go to Q.5a
Unemployed	6	Go to Q.5a

QUOTAS:

IF 18-24 (Q.1): MINIMUM OF 6 CODES 1, 2, AND 3; MAXIMUM OF 3 CODE 5

IF 25-34 (Q.1): MINIMUM OF 7 CODES 1, 2, AND 3; MAXIMUM OF 2 CODE 5

4b) **[If Codes 1, 2 or 3 at Q. 4a, ask:]** What is your current occupation and the type of company you work for? _____

TERMINATE IF SIMILAR OCCUPATION AS IN Q.2a – Recruit mix of Occupations

5a) **[Recruit a mix:]** What is the highest level of education you have received? **(Do not read list)**

Elementary school	1	Thank and end the interview
Some high school/vocational training	2	Go to Q.5b
Completed high school	3	
Some college/technical training	4	
Completed college/technical training	5	
Some university	6	
Completed university	7	
Post-graduate studies	8	

5b) Did you complete Grade 10 or did you leave school before completing Grade 10?

- | | | |
|-------------------------------|---|------------------------------------|
| Yes, completed Grade 10 | 1 | |
| No, did not complete Grade 10 | 2 | Thank and end the interview |

6a) We are interested in including people of different ethnic origins in the discussions so I would like to find out a little bit about your background.

Were you born in Canada or were you born elsewhere?

- | | | |
|----------------|---|-------------------|
| Canadian-born | 1 | Go to Q.6c |
| Born elsewhere | 2 | |

6b) Are you a Canadian citizen?

- | | | |
|--------------|---|------------------------------------|
| Yes, I am | 1 | |
| No, I am not | 2 | Thank and end the interview |

6c) Are you an Aboriginal person, that is First Nations, Métis or Inuk?

- | | | |
|-----|---|------------------|
| Yes | 1 | Go to Q.7 |
| No | 2 | |

6d) We would like to include people who are visible minorities in this research project. Canada's *Employment Equity Act* defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour." Using this definition, do you consider yourself to belong to a visible minority, or not? **(Do not read list)**

- | | | |
|--------------------------|---|--|
| Yes, visible minority | 1 | |
| No, not visible minority | 2 | Go to Q.7 |
| Prefer not to say | 3 | Go to Q.7; maximum of 1 recruit per group |

6e) Please tell me what ethnic group you most closely associate yourself with. **(Do not read list; accept one answer only)**

- | | |
|--|---|
| Canadian | 1 |
| European (British, Scottish, etc.) | 2 |
| Asian (Japanese, Chinese, Vietnamese, Korean, etc.) | 3 |
| Pacific (Taiwan, Philippines, Indonesia, etc.) | 4 |
| Latin/Central/South America (Mexico, Venezuelan, etc.) | 5 |
| Caribbean (Barbados, Jamaica) | 6 |
| Middle East | 7 |
| Black origins | 8 |
| Other: SPECIFY: _____ | |

AIM FOR A MIX; RECRUIT 6 VISIBLE MINORITIES PER GROUP – 3 WOMEN AND 3 MEN

7) We would like to invite a cross-section of people with different income levels. Which one of the following groups best describes your total individual income before taxes last year? **(Read list)**

- | | | |
|----------------------|---|----------------------|
| Less than \$15,000 | 1 | |
| \$15,000 to \$29,000 | 2 | |
| \$30,000 to \$59,000 | 3 | Recruit a mix |
| \$60,000 or more | 4 | |

I have just a few more questions to ask you.

8) Have you ever participated in an in-depth research interview or a focus group involving a small group of people where people were asked to discuss different topics?

- | | | |
|-----|---|-------------------|
| Yes | 1 | |
| No | 2 | Go to Q.10 |

9a) What topics have you ever discussed?

(If related to advertising or national defence/military/Canadian Forces, thank and terminate)

9b) And when was the last time you attended an interview or discussion group?

- | | | |
|----------------------------------|---|------------------------------------|
| 6 months ago or less | 1 | Thank and end the interview |
| OR more than 6 months ago | 2 | |

9c) In the past 5 years, how many in-depth research interviews or discussion groups have you attended? Would you say less than 5 in total, or would you say 5 or more?

- | | | |
|-------------|---|------------------------------------|
| Less than 5 | 1 | |
| 5 or more | 2 | Thank and end the interview |

Let me tell you some more about this study to see if you would like to take part.

10) As I mentioned earlier, the research involves taking part in a focus group discussion. In the group discussion, you will be asked to fill in some short questionnaires in English (French). Also, participants in focus groups are asked to express their thoughts and opinions freely in an informal setting with others. Do you feel comfortable doing this?

- | | | |
|-----|---|------------------------------------|
| Yes | 1 | |
| No | 2 | Thank and end the interview |

Terminate if person gives a reason such as verbal ability, sight, hearing, or related to reading/writing ability, or if they think they may have difficulty expressing their thoughts. If respondent wears glasses, remind them to bring them to the session.

Participants in the discussion group will be asked to turn off any electronic devices during the discussion. Would you be willing to do so?

- Yes 1
- No 2 **Thank and end the interview**

There may be some people from the Department of National Defence who have been involved in this project observing the session in-person or remotely via a webcam set-up. However, they will not take part in the discussion in any way, and they will not be given your name. Is this acceptable to you?

- Yes 1
- No 2 **Thank and end the interview**

The session will be audio-recorded. These recordings are used to help with analyzing the findings and writing the report. Your name will not appear in the research report. Is this acceptable to you?

- Yes 1
- No 2 **Thank and end the interview**

Invitation

Thank you. We would like to invite you to participate in one of our group discussions. Refreshments will be provided, and you will be paid \$100 for your participation. The discussion will last approximately 2 hours starting at _____, and will be held.....

Would you be willing to attend?

- Yes 1
- No 2 **Thank and end the interview**

City/Date:	Location:	Type of group:	Time:
Toronto April 26		18-24 years	6:00 – 8:00 pm
		25-34 years	8:00 – 10:00 pm
Montreal April 27		18-24 years	6:00 – 8:00 pm
		25-34 years	8:00 – 10:00 pm

As part of our quality control measures, we ask everyone who is participating in the focus group to bring along a piece of I.D., picture if possible. You may be asked to show your I.D.

As these are small groups and with even one person missing, the overall success of the group may be affected, I would ask that you make every effort to attend the group. But, in the event you are unable to attend, let us know as soon as possible so we can find a replacement. Please call us at **[Insert NOQ phone #]** and ask for **[Insert NOQ contact name]**. Also note that you may not send someone else in your place if you are unable to attend.

Please also arrive 15 minutes prior to the starting time. **The discussion begins promptly at [TIME]**. Only those who participate in the discussion will receive the \$100.

Someone from our office will be calling you back to confirm these arrangements. May I please have your contact information where we can reach you during the evening and during the day?

Name: _____

Evening phone: _____ **Day time phone:** _____

Email address: _____

Thank you very much!

Recruited by: _____

Confirmed by: _____

Recruitment Advertising Testing Discussion Guide

1) Introduction (15 minutes)

- a) **Introduce self, and explain purpose of research:** This research is being sponsored by the Government of Canada, and specifically by the Department of National Defence (DND for short).

The Government is considering running an advertising campaign in the next several months. What I'll be doing is showing you the different ideas they have, and asking you for your opinions.

- b) **Review group discussion procedures:**

- Role of moderator
- Role of participants: there are no right or wrong answers; just want everyone to participate and offer your own views, and to feel free to agree or disagree with others in the group
- Confidentiality: Your name will not appear in the report; the report will be available through Library and Archives Canada
- Recording: The session is being audio-recorded. The recording is for my use only to help in preparing the report on this research, and will not be provided to the Department of National Defence
- Presence of observers from DND behind the one-way mirror – they are not given your name; they are here to observe the moderator and to increase their general understanding of the topics we are discussing tonight
- Description of facilities (washrooms, front desk for incentives)
- Please turn off cell phones and any other devices
- Discussion to last 2 hours

- c) **Any questions?**

- d) **Participant self-introductions:** First name only, what you are doing these days – are you working outside the home, raising a family or attending school?

2) Review 30-second ads concepts (15 minutes)

- a) **Overview of procedure:** The Government of Canada is planning to run an advertising campaign, and they have developed several ads. To start off with, I am going to show you two of these ads. If they go ahead with these ads, they plan to run both of them, so in real life you would probably end up seeing both of the ads.

I will be showing you the ads one at a time, and after each I'll ask you to complete a short questionnaire on your reactions to it. After you have seen both, I will ask you for your opinions about each of the two ads.

- b) Present Generic Ad (labeled as first ad for discussion purposes):** I am going to play the first ad for you and I will play it twice. After that I will ask you to complete a brief questionnaire.

Pass out and review questionnaire:

- ◆ Do not write on the questionnaire until you have seen the ad twice
- ◆ Don't worry about spelling or grammar, but please do make notes for yourself
- ◆ Don't talk with each other about what you think of the ads, so that each of you have time to formulate your own opinions before hearing what other people think

Have participants complete the questionnaire.

- c) Present the Women's ad, using the above procedure**

3) Review ads (45 minutes)

To help me get started, I'd first like to find out how you rated each ad. (Do votes on Q.5 in the self-completion questionnaires)

Generic ad:

- a) Let's start by talking about the the first ad that I showed you
- replay the ad as a reminder
 - start the discussion with those most positive towards the ad
- b) Ask each participant:
- Why did you rate the ad the way you did? What emotion words did you write down? What kind of feeling do you get from this ad?
 - What did you like? What, if anything, did you not like? [*Note to moderator: keep like/dislike discussion brief*]
 - What is the ad about?

Note to moderator: Key campaign messages:

- The Canadian Armed Forces is an employer of choice that offers rewarding and challenging careers.
- A career with the Canadian Armed Forces can take many forms: full-time or part-time.
- There are more than 100 different career opportunities in the Canadian Armed Forces.

Probe: Was there anything in the ad you that you didn't like or that was confusing? Are there any specific parts that are unclear?

What, if anything surprised you in this ad?

-- Did this ad change your view of the Canadian Forces in any way?

-- Is there anything missing in this ad that you had expected to see?

Who is this ad aimed at, that is who is the target audience for this ad?

What, if anything, did you learn from this ad that you didn't already know?

Did the ad provide you with information that you are interested in? What information was interesting to you?

If not mentioned ask: Were there any jobs shown that you did not think were available in the CAF?

- c) I'd now like to know how you answered Q.6. (Do vote on Q.6 in the self-completion questionnaire, and start the discussion with those most likely to consider a career in the CAF.)
- **If more likely to consider a career:** What are your reasons for that? How did you answer Q.7, that is how likely are you to seek out more information about the CAF?
 - **If no impact:** What are your reasons for saying that? How did you answer Q.7?
 - **If less likely to consider:** What are your reasons for saying that? How did you answer Q.7?

Women's ad:

- a) Let's now talk about the second ad I showed you. (replay the ad as a reminder)
- b) (Ask of any participants who gave the second ad a **more positive** rating than the first ad at Q.5): What led you to give a more positive overall rating to the second ad?

Probe: Emotions

What the ad is about

Who the ad is aimed at

- c) (Ask everyone else): What, if anything, was different about the second ad?

Probe: Emotions

What the ad is about

Who the ad is aimed at

(Ask of any participants who gave the second ad a **less positive** rating at Q.5 than the first ad): What led you to give a **less positive** overall rating of the second ad compared to the first ad?

Was there anything in the ad you that you didn't like or that was confusing? Are there any specific parts that are unclear?

- d) I'd now like to know how you answered Q.6. Take a look at how you answered Q.6 for the second ad compared to the first ad. Did anyone have different answers at Q.6 for the two ads?

If yes:

How many were **more likely** to consider a career in the CAF based on the second ad? How many were **less likely** to consider a career in the CAF based on the second ad?

(Ask of those who answered Q.6 differently for the second ad compared to the first ad; start with those who gave a more positive answer to the second ad at Q.6): What led you to give a different answer to Q.6 in terms of likelihood of considering a career in the CAF as a result of seeing the ad?

- e) One difference between the second ad and the first ad is that in the second ad they were trying to appeal to women in particular. How many noticed this about the second ad? (Keep separate track of votes among women and men.)
- **If yes:** what do you think might make the second ad more appealing to women? (note – this will only be discussed if it hasn't already come out spontaneously)

4) Taglines (45 minutes)

- a) **Overview of procedure:** As you all know, ads have a tagline at the end of the ad. This is what an advertiser uses to summarize something important about what the ad is trying to say. The tagline was missing from both the ads that we looked at. There are 5 different taglines that are being considered for these ads and I'd like to get your opinion on each of these possible taglines.

Pass out Tagline envelopes, rating sheet and ranking questionnaire, glue sticks

In each of your envelopes, you should have the 5 taglines we want to talk about. You also have a sheet on which to rate each of the taglines. **Review Rating sheet.** Once you have decided your rating for all the taglines, use the glue stick to place each in the category you have selected.

Once you have glued on all the taglines, please fill in Q.2 and Q.3 (**Review the questions**)

While you are doing this, please don't talk with each other about what you think of the taglines, so that each of you have time to formulate your own opinions before hearing what other people think.

Have participants complete the questionnaires.

- b) To get started, I'd first like to find out how you answered Q.1 and Q.2. (Do vote on Q.1 and 2 in the self-completion questionnaire, and start the discussion with the tagline most preferred in Q.2)
- c) **Ask each participant:** What led you select that tagline? What was better about it than the other four taglines?

5) Review 75-second ad (Time permitting)

I want to show you one more ad – it is about 75 seconds long. After you have seen it, I will ask you a couple of questions about it:

- Did you see anything new in this ad that interested you?
- Was there anything in this ad that you would have liked to have seen in either of the two ads that we looked at earlier?

Play ad once and ask the two questions above.

6) Wrap-up

Thank you for your time. Any final words or thoughts on the ads?

First Ad

1) Please write down any emotion words that describe your reaction to this ad:

2) What are main ideas or messages of the ad?

3) Please write down anything that you particularly like about this ad:

4) Please write down anything that you don't like about this ad or anything that you found confusing:

5) Overall, thinking both about what the ad is saying, and how the ad is done, would you say the ad is – please circle a number between 1 and 4:

1	2	3	4
Excellent	Good	OK	Not very good

6) Did the ad make you feel more likely or less likely to consider the Canadian Armed Forces as a career option? Please circle one number:

1	2	3
More likely to consider Canadian Armed Forces	No impact	Less likely to consider Canadian Armed Forces

7) Did the ad make you feel more likely or less likely to seek out information about the Canadian Armed Forces? Please circle one number:

1	2	3
More likely to seek out information	No impact	Less likely to seek out information

Second Ad

1) Please write down any emotion words that describe your reaction to this ad:

2) What are main ideas or messages of the ad?

3) Please write down anything that you particularly like about this ad:

4) Please write down anything that you don't like about this ad or anything that you found confusing:

5) Overall, thinking both about what the ad is saying, and how the ad is done, would you say the ad is – please circle a number between 1 and 4:

1
Excellent

2
Good

3
OK

4
Not very good

6) Did the ad make you feel more likely or less likely to consider the Canadian Armed Forces as a career option? Please circle one number:

1
More likely to consider
Canadian Armed Forces

2
No impact

3
Less likely to consider
Canadian Armed Forces

7) Did the ad make you feel more likely or less likely to seek out information about the Canadian Armed Forces? Please circle one number:

1
More likely to seek out
information

2
No impact

3
Less likely to seek out
information

1) Thinking about both of the ads that we have looked at, please rate each of the taglines on how well each fits with the ads. Once you have decided your rating, use the glue stick to place each in the category you have selected.

Excellent

Good

OK

Not very good

Taglines

2) Please choose the one tagline which you think best fits these ads.

Please choose the tagline that would be your second choice.

	First Choice (check one)	Second Choice (check one)
Aim for extraordinary	[]	[]
Dare to be extraordinary	[]	[]
Boost your ambitions	[]	[]
Power your ambitions	[]	[]
Pursue your passion	[]	[]

3) Which one would be your last choice?

	Last Choice (check one)
Aim for extraordinary	[]
Dare to be extraordinary	[]
Boost your ambitions	[]
Power your ambitions	[]
Pursue your passion	[]

APPENDIX 2: AD SCRIPTS

30S VERSION – GENERIC – TRAINING

VIDEO	AUDIO
<p>CADET</p>	<p>Are you ready to surpass your limits ... Seriez-vous prêt à repousser vos limites ?</p>
<p>COOK</p>	<p>... and jump into the heat of the action? À vous surpasser constamment, dans le feu de l'action</p>
<p>MARINE ENGINEER</p>	<p>Would you like to master new skills, in the middle of the ocean? Voudriez-vous exercer votre talent, en plein milieu de l'océan ?</p>
<p>PILOT</p>	<p>Or save a life by being at the right place at the right time? Ou faire une différence en arrivant au bon endroit, au bon moment ?</p>
<p>PORTRAITS</p>	<p>The Forces can help you do all this and more ... Les Forces peuvent vous aider à aller plus loin...</p>
<p>MID + LARGE BOAT SHOT</p> <p>SUPER: Boost your ambitions Propulsez vos ambitions</p>	
<p>FORCES JOBS BRANDING BRANDING FORCES EMPLOI</p>	<p>... with training that will serve you everywhere. ...avec une formation qui vous servira partout.</p>
<p>SUPER: 100+ FULL AND PART-TIME CAREERS SUPER: +100 CARRIÈRES À TEMPS PLEIN ET À TEMPS PARTIEL</p>	<p>A message from the Government of Canada. Un message du Gouvernement du Canada</p>
<p>Canada Wordmark Canada Mot-symbole</p>	

30S VERSION – WOMEN– 100 CAREERS

VIDEO	AUDIO
DIVER	<p>Are you ready to dive into action? Êtes-vous prêts à plonger au cœur de l'action ?</p>
CADET	<p>To go beyond your personal and professional limits? À surpasser vos limites constamment ?</p>
COMM. SPECIALIST LAV	<p>Do you want to make your voice heard ... In the remotest corners of the planet? À faire entendre votre voix, Dans les territoires les plus reculés ?</p>
DOCTOR	<p>Or help save lives ... in state-of-the-art portable clinics? Ou à prodiguer des soins... ...dans une clinique mobile de pointe ?</p>
FEMININE PORTRAITS	<p>The Forces can help you achieve it ... Les Forces peuvent vous aider à aller plus loin...</p>
MID + LARGE SHOT BOAT	
<p>SUPER: BOOST YOUR AMBITIONS SUPER: PROPULSEZ VOS AMBITIONS</p>	
<p>SUPER: 100+ FULL AND PART-TIME CAREERS SUPER: +100 CARRIÈRES À TEMPS PLEIN ET À TEMPS PARTIEL</p>	<p>... with one of over one hundred exciting careers. ...avec plus de 100 carrières pour vous surpasser.</p>
<p>FORCES JOBS BRANDING BRANDING FORCES EMPLOI</p>	
<p>Canada Wordmark Canada Mot-symbole</p>	<p>A message from the Government of Canada Un message du Gouvernement du Canada</p>

LONG FORM VIDEO

VIDEO	AUDIO
<p>We open on a female diver. She's around 25 years old and seated on the side of a zodiac wearing her dive mask on her forehead. She looks directly at the camera. At this point, we don't know if she's in the Forces or if she's a civilian.</p>	<p>Ever dreamed of being paid to dive? Avez-vous déjà rêvé d'être payé...pour plonger ?</p>
<p>We open on a sizzling fire. - Cut to a cook at work (ie: lunch or supper) - Cut to reveal that the cook is serving a full mess hall</p>	<p>Think you can handle the heat of cooking for... hundreds of brave troops? ou le feu sacré pour nourrir des centaines de braves militaires</p>
<p>Cut to a close up of hands working on a set of wires in a parabolic antenna. Cut to a Communications specialist with his team of technicians on top of a Communications/Tower parabolic antenna (winter set), surrounded by troops protecting the device.</p>	<p>Could you deploy a sophisticated communication network... Pourriez-vous déployer un réseau de communication sophistiqué...</p>
<p>We see a convoy of vehicles moving across snowy terrain. Inside, a woman on a satellite phone receives new communications from the recently installed antennae. She redirects the driver. We cut outside to see all the vehicles turning in unison following these new orders.</p>	<p>... in some of the remotest corners of the planet? ...dans les territoires les plus reculés ?</p>
<p>- Cut to an army Medical Officer treating a young patient (ie: minor intervention). - Cut to reveal that the clinic is run in a makeshift tent.</p>	<p>Do you see yourself delivering lifesaving healthcare ... in a state-of-the-art portable clinic? Aimeriez-vous prodiguer des soins ...dans une clinique mobile de pointe ?</p>
<p>- Cut to a military officer cadet doing push ups in a dorm.</p>	
<p>- Cut to reveal that she is reading a textbook at the same time. We see a couple of fellow members studying as well.</p>	<p>Would you like to pull off intense workouts Voudriez-vous compléter un entraînement intensif</p>
<p>- Cut to a pilot navigating a helicopter in poor visibility conditions</p>	<p>... and a paid education? ...et des études payées ? Or execute a precision landing ... Ou effectuer un atterrissage de précision</p>
<p>Cut to reveal a patient being loaded on a stretcher into the helicopter.</p>	<p>... just in time to save a life? ... à temps pour sauver une vie ?</p>
	<p>Perhaps you'd prefer to master cutting-edge electronics systems in the middle of the ocean?</p>

- We see a Weapons Engineering Technician working on a high tech electronic system on a screen

Cut to reveal that the technician works on a navy ship at sea.

Cut to a rapid sequence of filmed portraits of seven military personnel:

- Cook
- Communications Specialist
- Infantry Soldier
- Medical Officer
- Officer Cadet
- Helicopter Pilot
- Weapon Engineering Technician

We end right back where we started. Our diver eyes us for a beat with a knowing glance before pulling down her goggles. She dives right back into the action, diving fearlessly off the boat and into the river. We can see that she is part of a larger search operation.

SUPER: 100+ FULL AND PART-TIME CAREERS

SUPER: +100 CARRIÈRES À TEMPS PLEIN ET À TEMPS PARTIEL

SUPER: www.canada.ca/forces-jobs

SUPER: www.canada.ca/forces-emplois

FORCES JOBS BRANDING

Canada Wordmark

BRANDING FORCES EMPLOI

Canada Mot-symbole

Peut-être voudriez-vous manipuler un système électronique complexe...
En plein milieu de l'océan?

The Canadian Armed Forces can help you accomplish it.

Les Forces armées canadiennes peuvent vous aider à aller plus loin.

Apply for one of over hundred full- and part-time careers and acquire sought-after skills and training that will serve you everywhere.

Découvrez plus d'une centaine de carrières à temps plein et à temps partiel qui vous offrent des compétences recherchées et une formation qui vous serviront partout.

A message from the Government of Canada.

Un message du Gouvernement du Canada.