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XXXXXXXXXXXXXXXXXXXXX  
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30 May 2018

Dear XXXXXXXXXXXXXXXXXXXXX,

Thank you for your email of 27 December 2017 requesting the following information:

- 1) A document called The Army Brand*
- 2) Any publication research done in preparation for that*
- 3) Any paperwork that was submitted with that to the Army board meeting where this paper was discussed,*

and your subsequent email on 25 January 2018 which confirmed you were requesting

*'market research'*

I am treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA).

A search for the information has now been completed within the Ministry of Defence, and I can confirm that some information in scope of your request is held. Documents pertaining to the first two parts of request can be found attached.

However, following a search for paperwork submitted to the Army Board where the 'this paper was discussed', I am afraid that no information is held [as the Army Command Information Note entitled 'the Army Brand' was not specifically discussed at the Army Board.]

Under Section 16 of the Act (Advice and Assistance) you may find it helpful to note that since the publication on the 'The Army Brand' document, it has been withdrawn and you will continue to see 'Be the Best' featuring on Army media and products. It is also worth noting that date on the 'Brand Testing' document is dated May 2016, but this is an error and should read 2017.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact us in the first instance at the address above. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail [CIO-FOI-IR@mod.uk](mailto:CIO-FOI-IR@mod.uk)). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.org.uk>.

Yours sincerely,

Army Secretariat

# ARMY COMMAND INFORMATION NETWORK

## THE ARMY BRAND

### ISSUE

1. For the first time, the Army's brand has been fully defined<sup>1</sup> and will be formally launched in Jan 18. In advance of this launch, ECAB has endorsed a revised visual identity which is to be used with immediate effect<sup>2</sup>.

### TARGET AUDIENCE

2. All Army personnel but particularly commanders at SUC and above, and communications marketing and engagement (CME) practitioners.

### KEY POINTS

3. **What is a brand and what is branding?** A brand is not just a name, an organisation, a strapline or a logo. It is the set of associations and qualities that come to mind when we see or hear that name. Most brands are made up of a bundle of thoughts, experiences and feelings that the audience carry with them. A successful brand influences those associations positively so establishing a brand in the audience's mind is a complex issue. Two organisations with similar operations can have brands with vastly different associations, for example Ryanair and Virgin Atlantic. 'Branding' refers to the visual identity, logos and straplines used by an organisation.

4. **Why do we need a brand?** The Army needs a brand to underpin all its communications (particularly recruit advertising), to address the risks of our institutional credibility being lost or eroded and to reinforce the pride and sense of belonging of soldiers and their families, especially during change. With its multi-faceted role and multiple stakeholders, the Army produces a lot of communications. The Army brand should be at the heart of all of them, reinforcing the messages we want to get across and enhancing the way we are perceived across an extremely diverse audience.

5. **The impact of a rejuvenated brand?** Brand does much more than guide the content, tone and personality of the Army's conscious communications and engagement. Weaving it into our culture and reflecting it in individual and collective behaviours conveys more effectively what we stand for as an institution and an employer. This is *Integrated Action* in practice - shaping the understanding and behaviour of our audiences to deliver the right outcomes.

6. **Retirement of *Be the Best*.** *Be the Best* was a recruitment strapline from 1993 and has appeared on Army branded material ever since but it was never a researched or defined brand. Market research in May 17 found that *Be the Best* did not resonate with many of our key audiences and was considered dated, elitist and non-inclusive. ECAB therefore agreed that its use should be phased out as soon as affordably possible. The retirement of the *Be the Best* strapline will commence immediately, with all planned refreshes of *Be the Best* branded material cancelled in favour of Brand compliant products. Digital products with little or no associated costs are to be refreshed immediately to remove any *Be the Best* straplines.

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<sup>1</sup> ECAB endorsed the Army Brand on 16 Jun 17.

<sup>2</sup> ECAB endorsed the Army Brand Visuals on 3 Nov 17.

7. **Brand Implementation.** The delivery of the brand is being carefully managed to ensure a successful launch in accordance with industry best practice. There has been a range of activity rolled out since Sep, all of which has been validated as it occurred. A pilot is underway using LONDIST and the Specialised Infantry Group in addition to the communications experts in Army Media & Communications (AMC) to measure the brand's impact across our audience groups and prove its usability.

8. **Refreshed Brand Visuals.** Visual image is an important and frequently the most obvious manifestation of any brand. Alongside the implementation of the new Army brand, a new logo, PowerPoint presentation template and Army business stationery have been developed by the AMC Design Studio. Industry best practice is to use a few visual identities consistently to maximise brand visual awareness so ECAB has directed the new logo's use on all our business cards and compliment slips. It also agreed, in a limited amendment to our digital policy, to the use of the Army logo on signature blocks of external e-mails when there is a clear Army brand benefit<sup>3</sup>. Note that the more formal Army crossed swords badge remains available for use in other circumstances when it is more appropriate, likewise regimental and formation badges. Links to the key brand compliant products are below:

- Army PowerPoint Master Template<sup>4</sup>
- Army Business Card Template
- Army Compliment Slip
- Army Signature Block

#### **Points of Contact.**

Any questions relating to the Army brand – [REDACTED]

For specific questions on brand visuals and access to the Defence Brand Portal - [REDACTED]



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<sup>3</sup> Examples would include external e-mail correspondence from ECAB Directors and their staff, staff involved in communications and engagement activity, and Recruiting Group.

<sup>4</sup> This is aligned with Recruiting Group products, is optimised for those with special educational requirements or visual impairment and is cost efficient when printed, especially in monochrome. The template acknowledges that the Army is a 'house of brands' by allowing for one element of sub-branding, eg a unit or formation badge alongside the Army logo.

## 1. INTRODUCTION

This overview is based on the findings drawn from 10 focus groups undertaken between Friday 19<sup>th</sup> May and Wednesday 24<sup>th</sup> May. The breakdown of groups is as follows:

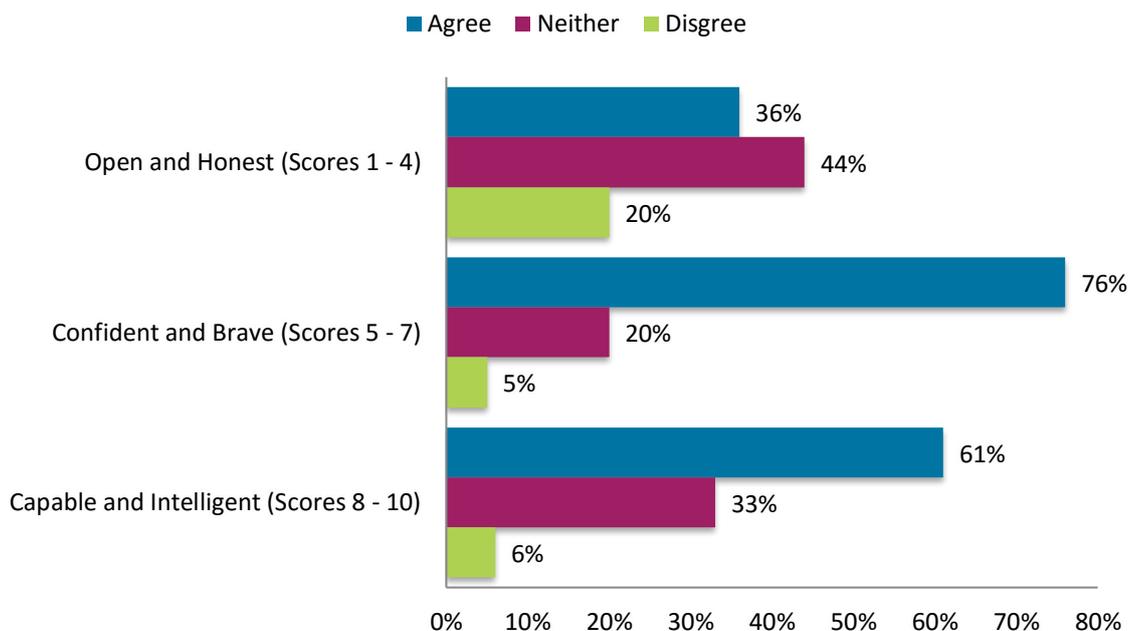
- 4 Internal groups: 2 with training staff; 2 with recruits
- 6 external groups: 2 with a cross section of the general population; 1 with university students aged 18-21; 1 with former/current uni students aged 22-24; 1 with non-uni young people aged 18-21; 1 with non-uni young people aged 22-24
- A total of 100 respondents took part across the ten groups.

At the start of each group respondents were asked to complete a short questionnaire which asked them to rate their view of the Army on a number of dimensions:

- Openness and honesty
- Confident and brave
- Capable and intelligent

This is a qualitative research exercise and therefore is not designed to report on the proportions of people who expressed particular views. However, given that this exercise captured the views of 100 respondents, to assist with the interpretation of the findings we have quantified the results for certain question areas. Responses to the question on the arrival questionnaire are presented in the chart below and discussed under the relevant headings.

**Chart 1: Levels of agreement with statements about the Army**



Q: On a scale from 1 – 10, where 1 is strongly disagree and 10 is strongly agree, to what extent to you feel the following statements apply to the British Army

## 2. AGREEMENT THAT THE ARMY IS OPEN AND HONEST

Many respondents, especially externally, recognised that secrecy within the Army was a "necessary evil" (M) as "there are certain things that they can't disclose because of obvious security reasons" (F, int.). External respondents thought that "some things you have to keep secret in order to keep people safe" (F) as "there will always be stories that people will class as too sensitive for the public to know, so things that could cause controversy tend to be hidden in the background" (M).

People agreed that there is more openness during times of conflict and "when there's boots on the ground and occupation you definitely know they're there, it's always on the news" (M) and "it's highly publicised in the media and there's no hiding away from what we do" (F, int.).

Many external participants thought the Army lacked openness as "I know relatively little about the Army" (F) and "you don't hear anything unless you seek it out" (F). Even internal staff who had no previous family connections with the Army thought that "it's a very mysterious organisation... the culture is a bit of an enigma" (F, int.). There are worries that "if they're supposed to be really honourable then they'd share more" (F). However, some thought that "the information is there if you look for it" (M) and "just googling the Army, it's pretty good, there's a certain degree of transparency there" (M, int.).

Some external participants thought that the Army may lack openness but "everything they do is to protect us" (M) and "you've got to trust that they're going to do the right thing" (F). Some also thought that "comparatively they're not any more or less open than any other government agency" (M). They also thought that the openness was limited by politicians' input and "some of that is more to do with the MOD...you can't blame the Army for that, the lads on the ground it's not their fault" (M).

Some external respondents raised issues they had heard in the news about "misuse of Army conduct" (M) where "certain people get away with certain things. Some things go under the radar" (F). There were mentions of Deepcut and "stories about sexual assault kept under wrap" (F). Large numbers of external respondents expressed concerns about soldiers "not getting the help they need after the Army" (M); Army adverts were therefore seen to be dishonest because "I don't think some of the adverts show the problems the Army causes, like the PTSD" (F). There were worries, internally and externally, that recruitment made the Army "seem quite glamorous, but they don't really show any of the brutality" (F) and there was a level of dishonesty in pitching the adverts "at young people who don't know what they're doing" (M).

Internal staff thought more information should be available to potential recruits as "many people are uneducated... not enough information is getting through" (M, int.). One raised the fact that at "the recruitment centre I was promised a lot of qualifications and I'm pretty much coming away with next to nothing" (M, int.) and "only the sexy jobs... kicking in doors" (M, int) were advertised on the website.

For internal training staff, low scores relating to openness and honesty were tied largely into the Army's "hierarchical system of governments and power invested in individuals" (M, int). There were feelings that "people do speak the truth but it gets watered down at every level" (M int). There were also worries that the Army wasn't open and honest about its failures as "there's so much pressure to succeed that there wasn't an honest acceptance of training to failure" (M, int). Some thought "the level of training is so high and intense that nobody realises that things could go wrong" (M, int.) but "you need to have failure to learn... you can't hide everything" (M, int.).

However, new recruits were in agreement that "everyone is quite open and honest with you. If there's a problem you can tell your peers or people higher up" (M, int.) and "any questions and queries have been

cleared up straight away" (M, int.). There was a consensus that "all the commanding officers and staff in charge have been very honest and up front with us" (M, int.).

### 3. AGREEMENT THAT THE ARMY IS CONFIDENT AND BRAVE

On the whole, respondents thought the Army was brave and confident, though many participants drew a distinction between bravery of the soldier as opposed to the institution.

There was agreement that individual soldiers "have to be confident... if they didn't have this level of confidence, the whole thing would fall apart" (M). Respondents thought that a soldier had to be "quite a selfless person... willing to die for this country" (F) if "they've left their family to fight for our country" (F). They thought "you're risking your life, you must be confident and brave" (M) as "you're aware that your life may be put on the line at some point" (F, int.). People also agreed that being in the Army could improve confidence, as soldiers "were quiet and shy and now they've come here and they're confident" (M, int.).

However, some respondents, largely internal training staff, thought that the Army as an institution "is too scared of getting accusations being made against them" (M, int.). They thought that the Army was not "confident or brave in front of the press... they back down straight away" (M, int.). They thought that soldiers are "being let down at senior levels" (M, int.) and the Army should "stick by your soldiers, be confident and brave in front of a camera" (M, int.).

A few respondents thought that the Army's confidence and bravery was inevitably limited because "I don't believe we're the best equipped" (M, int.) but "if they have the technology and funding then the confidence will come" (M).

### 4. AGREEMENT THAT THE ARMY IS CAPABLE AND INTELLIGENT

Members of the public who gave high scores often accounted for this because of the training the Army provides to recruits, which "must be good, because they can take all types and make them disciplined and trained" (M). They thought that "they have to be trained to be smart" (F) and "the training is so intense that they have to be intelligent" (F). Some believed that whilst not all soldiers were necessarily intelligent, all were trained to be capable at their particular role: "not everybody who gets recruited is intelligent, but everyone is well trained, so they become capable" (M) and different roles "all need different skills to keep it running" (F).

Most of the lower scores were attributed to a shortage of funding or structural issues within the Army. Internal staff members believed that "a lot of jobs are outsourced when we have the trades in the Army, which they don't use" (M, int.) and "things are sold for short term financial gain, there's a lack of foresight" (F, int.).

Respondents internally and externally thought that "they only have capability restrictions through funding...if they had more they'd be more capable" (M) and there was a belief that the Army "don't have enough funding or the latest tech... they're held back by what they've got" (M). Internal staff also thought that "we're on a tight budget and everyone is having to pull their belts in" (F, int.) but there was a view that while "it's not the most capable in terms of finances or pure resources or weaponry... person to person... it's up there with anyone" (M, int.).

Once more, external participants worried that "a lot of people who come out with PTSD" (F) and there was a belief that "they don't get set up and supported when they come out" (M). There were also concerns that "their emotional intelligence is poor... kids are bullied, people are made to do things, there's cover ups" (F).

## 5. 'BE THE BEST'

A few respondents like the "inspirational" (M, int.) tone of this paragraph as it is "more achievable" (F, int.) and "everybody can give their best" (M, int.). Some external participants liked that "it focuses on what people are going to get out of the Army... if you're doing it as a career it shows what you can do" (F).

However, many people externally disliked the unquantified statements that "are definitely exaggerating it" (M). A lot of people had questions as to "what that's based on... is it actually a success to kill people?" (F); and "how could you judge the best Army?" (F), because "there's no reasoning they give why they're the best" (M) and "there's nothing to back them up" (M). People thought that the language sounded like "basic primary school bragging" (M) and thought that "behaviour is a word people only use for children... I'd use like 'a high conduct of behaviour'" (M).

Respondents also thought that the language was "all just like buzzwords" (M) that sound "a bit bullshit... sounds too prepared" (F, int.). Respondents internally and externally would have preferred a real soldier's view and thought this was written by "a person that hasn't really experience the Army for themselves" (M) and "a bit of an outsider's view" (M).

On the whole, most respondents internally and externally (thought that "Be the Best" was confident. However, 70% of external respondents thought this was arrogant (11% thought the opposite) and "oversells itself, definitely" (F). They thought it sounded "like they're showing off, big headed. They think they're all that" (M). Only 47% of internal staff thought it was arrogant (16% thought it wasn't), although the arrogance "makes it sound stronger" (F, int). Internal staff thought "it's arrogant but it's good" (M, int) and "it's not boasting but it's telling you they're the best" (M, int.).

Internally and externally, about half of the respondents thought that this paragraph was elitist. Only 17% of people thought it was inclusive, and 20% of people thought it was exclusive. There were worries it was "quite intimidating" (F) and "a lot of people can't relate to this. You can't think of yourself as the best in the country who could put their life on the line" (M). Respondents thought "Be the Best" couldn't be used for recruitment as "if you're reading that you're going to be scared to join" (M) as "it sounds like they're a bit choosey" (F, int.) and "might make some people feel excluded" (F, int.). There were worries that "it's quite discouraging if you don't think you're a high performer or an exceptional person" (F). Some thought "it would be better to say we take normal people and make them exceptional" (M).

Very few people thought "Be the Best" sounded diverse, with more than 30% thinking the opposite.

Opinions were split on whether "Be the Best" sounded masculine. A quarter of people, including 32% of internal staff, thought it sounded masculine, though 22% disagreed. Some pictured "a strong Army man who will come and take you off your feet" (M, int.) and "imagined loads of big men, perfectly chiselled, all with the same haircut, saying the same thing over and over again" (M).

About half of respondents marked this paragraph as brave, though most referred back to the Army in general and not this paragraph when questioned. A few thought that the mention of challenges sounded brave as "to overcome that you've got to be brave" (F).

37% of people thought it sounded principled as "it states that it has very high standards, high achievers" (M, int.).

More than a quarter of respondents thought this paragraph sounded traditional (11% actively disagreed) and like "an advert for a different time" (M). External participants disliked the traditional view that "we're going to go out and beat everyone else. I want to hear more about how they're helping other people" (M).

45% of internal staff thought this paragraph was honest, compared to only 6% of external respondents. 37% of the external participants thought this paragraph was dishonest (compared to 8% of internal staff);

although some internal staff thought "we're not the best" (M, int) and "the standards for getting in have been lowered" (M, int.). They thought "saying that it is difficult and there are difficult challenges...shows a level of honesty" (F, int). The main concern for external participants was that "raising the idea that it's easy to find a job afterwards is misleading" (M) as "you hear very bad stories about people leaving the Army" (F) who "might have PTSD and feel awful" (F). They thought the content was "quite unrealistic" (F) and "the language is exaggerated" (M) to the point that "it's just like they're lying to you" (M).

## 6. 'OUT IN FRONT'

External participants thought that this paragraph made them feel "proud" (F) and was "pretty motivational" (M) and "makes me feel like I could sign up" (F). They thought it was "quite raw and stripped down, it's quite believable...the others were to the point and robotic, this is more like you're having a conversation with someone" (F) and "you can relate to it more, like where it says we take ordinary people and make them exceptional" (F). However, some internal staff questioned "why's it always got to be about character development? Why can't it be about being proud and putting back into your nation" (M, int.).

The external audience "like the mention of providing aid" (F) and thought "there should be more emphasis on the aid and peacekeeping" (F) as "it's not just about fighting, it's about building relationships" (F). They thought this peacekeeping aspect "makes me feel safe" (F) and "makes me feel better knowing that they're helping" (F). They thought "the humanitarian side does inspire more confidence" (M) and "sounds more honest... we're not just going in to murder everyone" (M).

The external audience were not keen on the first sentence, which they thought was "quite a controversial one because of the word protection... the Army and protecting aren't as intertwined as people once thought" (M) and "protection sounds a bit glorifying" (F). Some thought there was a level of dishonesty as "there's things that they've done which aren't to do with protecting" (M).

Both internally and externally, there were concerns that "it sounds a bit like boy scouts" (M) and "too corporate". "As a soldier, it needs to have a bit more grit, really portray what the military is about" (M, int). They thought "it's exactly what you'd expect to read" (M) and states "stuff without meaning anything. I'd like to see something specific" (M).

Respondents overwhelmingly agreed that this was confident, though some were unsure whether it was arrogant (23% of participants thought it sounded arrogant, though 30% disagreed). Although some participants thought "it sounds as if it's bragging about what they do" (M, int.) and "they're bigging themselves up" (M) many thought "it's arrogant but I don't necessarily think it's a bad thing" (M) as "everyone liked a little bit of the confidence" (M, int.).

Almost half of respondents thought that this sounded inclusive and two thirds of people thought that it sounded diverse. 30% of people thought that this didn't sound elitist, although 14% thought that it did, largely "because of the protection line" (F).

People thought it was important to push diversity as it "suggests it's a big team effort, and for a lot of people, feeling a part of a team is a real pull" (M). They liked the first person language and thought "the way it's written is more genuine than the rest... it's acknowledging that not everyone is amazing but they can still achieve" (F) and "they acknowledge everything in the Army isn't perfect every time... it's much more humble" (M).

However, amongst the external audience in particular, there was a worry that "they're trying so hard to say they're inclusive that it makes you think there's no diversity" (M) and "like they're trying to say it and not actually act on it" (F). There was still a perception among the general public that "they want to recruit

strong, like minded white men" (M) as "British values has become a bit of a buzzword for non-diversity" (M).

20% of respondents thought that this sounded masculine. They thought that the "fighting for their country" (M) and "combat aspect" (M) was masculine and the "advertising stuff is really white and male, which is pretty old fashioned" (M). Some also disliked the title as "front makes you think of frontline, and frontline makes you think of men" (F). However, 28% disagreed that Out in Front was masculine and thought this paragraph shows "it's looking for all kinds of people" (F).

33% of respondents thought "this is more traditional...you've got people trained up and ready to fight for their country" (M), however 15% thought this was not traditional. 66% of people thought it was forward thinking "because they never stop improving. They're always willing to push themselves to the limit" (M). 7% of people, all external, did not agree that it was forward thinking.

Across participants, 42% of people thought "Out in Front" was honest and 16% disagreed. Internal staff were unsure "how honest it is with regards to technology" (M, int) as "they've got no money whatsoever" (M, int). External participants thought "they're skimming over what the Army actually is. You're going to kill people" (F) and worried that because the Army isn't "particularly diverse. I don't think that's honest" (M).

Over half of respondents thought this paragraph was human, with very few actively disagreeing. They liked that "it doesn't sound too perfect. It sounds human." (F).

## 7. 'ALWAYS READY'

On the whole people thought that this was "to the point" (F) and "makes you feel confident" (F), "part of it" (F) and "proud" (M). Internal staff liked that "it focuses more on protecting the country, British values and interests" (M, int).

Though external respondents preferred "that they've used 'stand up' rather than 'attack', because it sounds more defensive than offensive" (M) and thought "it gives the impression that they're doing beneficial things, rather than necessarily violent things" (F), they disliked that there was "no mention of the aid work" (F).

Some external participants thought that "you could apply it to any industry" (F) and "it comes across that people are trying to generalise it" (M). They worried that "it's so vague...I'd want to hear an example of British values and interests" (F) and "if you look at the history of the British Empire, British values are not necessarily a good thing" (M).

Staff internally thought that "if this is being used to entice people in I think it's bad" (M, int) as "that says to me that I'm always on standby" (F, int). There was agreement that the Army "has a lot to offer" (M, int) to its staff and so recruitment should focus on "all the outdoor activities, all the sport" (M, int) as "I like seeing guys skiing down a mountain" (M, int)

People thought that this was the least arrogant paragraph (only 15% thought it was arrogant, while 38% thought it was modest) though most confident paragraph, with 88% of respondents marking it as confident.

Respondents thought that "this is what you'd hear someone in the Army say about the Army...I don't think a soldier would sound as arrogant as the other two" (M). They thought that "arrogance tends to be comparative, this implies quiet confidence" (M) and "feels honest, like it's saying what it is and what they do" (F). They thought this sounds "more attainable, like we're going to try" (F)

Almost half of respondents thought that Always Ready sounded inclusive, and almost 60% thought it sounded diverse. They thought it had a "friendlier tone" (M) that was "a lot more welcoming, it's not so in

your face" (F). They thought "this one will reach out to more people" (M) and "suggest anyone can join" (M). External respondents felt "like I could be anyone and they could help me and train me" (M) and "it reiterates the feeling that the Army is for everyone so long as you're ready to join" (M). They didn't think that it "had anything particularly masculine about it" (M)

35% of people thought Always Ready was traditional, whereas 57% of people thought it was forward thinking. People thought "the traditional British Army would run around conquering countries...now it's saying we're willing to help everyone" (M, int) and "we've progressed past traditions and now it's more diverse" (F). They thought "it's forward thinking. We're considering what's going to happen in the future" (M, int) and "it says we're flexible enough to meet new challenges" (M, int) and "they're open to change and improve anything they've done wrong" (F)

People were unsure whether this paragraph was honest. Internal staff thought that underfunding meant that the Army simply was not ready, and questioned "have we got anything to meet these challenges with?" (M, int). They wondered "are we equipped? Are we clothed? Possibly not. Are we funded? Possibly not" (M, int) and thought that "if you're in the Army, everyone knows it's utter crap" (M, int).

External participants were more concerned about "the successful life bit after the Army...that's the only downfall" (F). They worried that soldiers "who have served and come back with all these mental health conditions as a result of what they've seen" (M) do not "have a successful life after the Army, they were not helped by the military" (M) and "if they get injured or they have to leave they are just shoved out into this big bad world" (F).

## 8. WHAT'S THE HASHTAG?

The large majority of participants thought that 'Always Ready' was the hashtag that best matched the bomb disposal image as "they're responding quickly" (M) and "always one step ahead" (F).

Those who thought 'Out in Front' matched the image best argued that "it looks technologically advanced" (M) and "out in front technologically and skilfully" (M). The 10% that thought the image matched 'Be the Best' thought "if you're disarming a bomb, you'd hope that the person doing it was the best" (M)

Opinion was more divided on which hashtag best matched the Nepal image, with 46% choosing 'Out in Front', 25% picking 'Always Ready' and 16% going for 'Be the Best'.

Those who chose 'Out in Front' argued that "they're out and about dealing with things" (F) and "they're the first ones there assessing the situation" (M, int). They thought it "sounds like they're there in person doing what they need to be doing" (F), "helping people abroad and not just at home" (M).

Respondents that picked 'Always Ready' said that soldiers are "always ready to deal with what they're asked to respond to" (F), "ready to deploy to the situation" (M, int). They thought that "the Army's adaptable, it's always ready to respond" (M, int).

Those that picked 'Be the Best' thought it showed you can be "the best person morally as well as physically" (F) and "it makes you think these guys are performing to their best, helping people and being the best they can" (M).

The majority (64%) of respondents matched the 'Be the Best' hashtag with the photo of the individual soldier as the Army gives "you different opportunities to be able to better yourself" (F) and allows you to "be the best at all different aspects" (F), "training and equipping soldiers to be the best" (M).

## 9. CREATIVE IMAGES

Respondents were quick to notice the lack of women pictured and thought "there should be more diverse images...if they want the Army to be inclusive" (M). They thought that the "Army has many different faces" (F), and "given that the Army is so diverse, the recruitment techniques should portray diversity" (F, int)

Some internal respondents thought that "if you take the writing off all the pictures, all the pictures would be far more impressive" (M, int) and "if you take away the writing you could imagine stories...in that certain scenario" (M, int).

External participants disliked the 'Out in Front' title as "it just makes you think of the front line" (F) which "puts people off, like they're going to send you straight off to fight" (M). They thought there was a lack of diversity in roles as the images don't "give you any idea of other roles like logistics or communication...it's just giving you frontline" (F)

### TOP LEFT, ARMY CRAWL

Internal staff liked the top left image (army crawl) as it is "adventurous" (M, int), "exciting...they look like they're having a bit of fun out there" (M, int) and "kick ass" (M, int). They liked that "it has the team" (M, int) as "one of the key values in the military is that it's a team" (M, int). External respondents agreed that "brotherhood... is quite a strong image... t's something that people who haven't been in the Army think you can find there" (M)

However, some respondents thought that the image was too typical and "if I imagine the Army that's what I picture. It wouldn't capture me because it's what I expect to see" (F) and "if I saw that I wouldn't look twice, because I've seen it a million times. I'd rather see different roles, like nurses and technicians" (F). Some external participants thought that "it looks like they're in the UK...it looks a bit odd" (M) with the "green field, blue sky" (M).

### TOP RIGHT, DESERT

Some thought that this image "feels the most real" (M) and is "honest. It's not trying to dress it up too much" (M). They thought the image was "what the media conveys to you" (M), the "traditional roles" (M) that "you would expect to see from the media" (M). However, some thought the Army "should break the mould" (F).

Respondents didn't think the text matched the image as "out in front has to have some kind of reference point" (M) and questioned "out in front of what? It looks empty" (F). They thought "it looks kind of isolated, like they've all died" (M)

### TECHNOLOGY

People liked the technology image as "it shows the diversity... we're not just on the ground running around" (M, int) and "you need to see something about the Army that flicks your switch... this would have been great for me, for someone who's got a technical background" (M, int), especially as "we are in the age of technology and people are obsessed with it" (M)

### NEW FRONTIER

Internal staff thought this image "challenges perceptions....demonstrated the variety of Army life...it's about personal challenges" (F, int). They thought "it shows that the Army aren't just soldiers" (M, int) and "no-one knows you get paid to go on holiday, you could be ice climbing, you could be sailing around the

Caribbean" (M, int). They thought the image "looks pretty cool" (M, int) and "looks daring" (M, int), "it makes you think, blimey, I want to do that" (M, int).

Many external respondents were unsure what the image was as "it doesn't scream Army does it?" (F) Some thought it looked "like a film poster" (F) or "Hollywood movie trailer" (F). However, a minority liked that "it shows the diversity and different kind of things they do" (M) as "we all know about the guns, uniform, camouflage etc, but not many people would associate that with the Army straight away" (F). Some thought that "if you're advertising the Army why would you just show someone with a gun, it's too obvious. I like seeing other stuff" (F)

## **MEDIC**

People liked this image best as "it shows that the Army isn't about killing people. It shows the Army is more principled and humanitarian" (F, int) and "it's showing not just the one role of the Army" (F), it "makes you think differently about the Army" (M, int). The external audience in particular, thought "there should be more focus on the humanitarian work. All the others just scream conflict" (M) and "it inspires confidence in the Army" (M) as "it shows they're working with communities" (M). Some respondents from minority backgrounds felt that that the image of a black person was 'tokenistic ...' (M) and 'patronising ...' (M).

## **TATTOO**

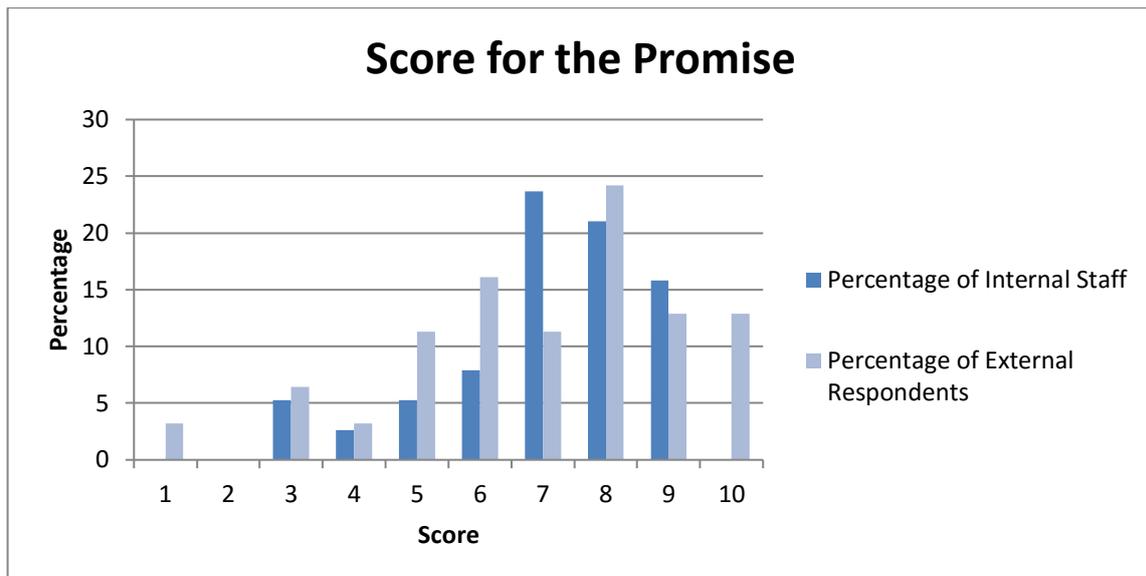
There was some confusion as to the relevance of the tattooed man. People wondered "is it about taking people from different cultures and backgrounds?" (M), or is it "about individuality and being yourself?" (M); others thought "it's saying when he takes his uniform off he's just a normal guy" (M). Only one or two people thought the image related to the fact that "having tattoos in the Army is no longer frowned upon" (M, int)

Some external respondents thought the image was "a bit over masculine" (F) and "saying everyone should look like a bulky muscular thing" (M). There were questions "why someone is half naked? It has no place here at all" (F) and "I'm not sure why he's topless" (M). They also didn't think "it's showing diversity at all. That's the traditional sort of person I'd expect in the Army" (F)

## **TEE PEE**

Some people thought that the tee-pee image shows "that whatever terrain you're in, they equip you with the skills to survive" (F) but some also suggested that "it's a bit stereotypical" (M) and looked "a bit like the boy scouts" (F) or "when you go on a team building exercise at school" (F). There were worries that it doesn't "accurately show what the Army's about" (F, int).

## 10. THE PROMISE



Many respondents thought that the promise sounded "genuine" (M), "accessible and less elitist" (F) and "because most people don't think of themselves as exceptional...it makes it more accessible" (M). It was held to be "quite open, they speak to a lot of different people" (M) and "not arrogant... it's inspiring" (M).

People liked that it has "intelligence and integrity and it's confident in what it is" (M, int). "It definitely has pride" (F, int) and "shows diversity and traditions" (M, int), "it sounds like the Army will give you the tools and support and training, the resources you need to do good things and improve yourself" (F).

However, the promise was also widely held to be too vague, with too much "business speak" (M, int) and "sales lingo" (M) that "doesn't say anything specific at all" (M). They thought it was "too predictable" (M) and "uses a lot of words without saying anything" (M), but "the words just wash over you because they're too obvious" (M). People thought "you need something that's going to make people double take" (M, int) as "what that tells everyone is probably what they know" (M, int) and "it's what everyone outside the Army has the perception of anyway...it links way too much to a war zone and frontline" (M).

The external audience wanted "to see more statistics" (F) and "figures like hours and stats" (M) to "relate to our values rather than just stating vague things" (M).

Some respondents also wanted to "see way more about the humanitarian stuff they're doing" (M) and "know the beneficial human side" (F). "I don't want us to be out in front all the time. I want us to be a nice, civilised nation and if anyone needs us, we are there to go out and do the job" (M, int)

Internal staff wondered why "technological advancement is being pushed, because we have shit equipment" (M, int) as "we're not technologically advanced" (M, int) and "we could oversell it" (M, int).

# Research Report



## British Army branding research

Prepared for: Ministry of Defence

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# British Army branding research

Prepared for: **Ministry of Defence**

Prepared by: [REDACTED]

Date: **May 2017**

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## 1 Introduction

This supplementary programme of research was commissioned to further develop the findings drawn from that undertaken as part of contract ARMYHQ4/00058, qualitative research to baseline the Army's relationship with a broad cross-section of civilian society.

Analysis of early findings emerging from the research undertaken as part of the original contract revealed a number of areas which required further exploration, for example understanding female attitudes towards joining the RAC and Infantry (thereby informing the decision to allow women to serve in ground close combat roles). Furthermore, senior officers who were able to observe the groups gained significant benefit from this experience, especially in terms of enabling a firsthand dialogue with members of the general public and more specifically minority communities. This research phase was therefore commissioned to further explore key issues and offer senior officers further opportunities to engage in the research process. This activity will be directly in support of the BAME and Female recruitment targets.

Concurrently with delivering the information opportunity for senior officers there was a requirement to test initial Army branding hypothesis work that had been developed from the initial findings of the groups. This supplementary phase of research will therefore inform the refinement of the Army brand, ultimately leading to strategic repositioning of the Army.

In order to achieve the desired outcomes, it was decided that this second wave of research should consist of two complementary phases:

- 1) Phase 1: Group discussions to explore key issues and develop branding concepts;
- 2) Phase 2: A survey to quantify differences in attitudes and perceptions between key target audiences.

As the qualitative phase was used predominantly to inform the quantitative study, this report presents a combined analysis of the two phases in order to avoid unnecessary repetition of the findings.

## 2 Background and method

### 2.1 Qualitative research

#### 2.1.1 Focus group overview

A total of 19 group discussions, each lasting approximately 90 minutes, were undertaken between Monday 27<sup>th</sup> February and Thursday 16<sup>th</sup> March, covering England (14), Wales (2), Scotland (2) and Northern Ireland (1), and comprising key target audience segments as outlined below:

- Four with 18 to 21<sup>1</sup> year olds, including one with male Muslims only;
- Three with 22 to 24 year olds, including one with females only;
- Two with 18 to 24 year old, including one with male Muslims only;
- Two with parents of 14 to 24 year olds;
- Two with a nationally representative sample of the general public;
- Three with serving soldiers;
- Three with serving officers.

The focus groups for 18 to 24 year olds were recruited on the basis of either being at/intending to go to university, or not being at/having no intention to go to university, as a proxy for potential officer and soldier recruits.

The table below indicates the make-up of the groups and their locations. Participant numbers ranged between 7 and 10 per group, and the total number of participants was close to 200.

**Figure 1: Composition of qualitative focus groups**

| Location         |   |
|------------------|---|
| Sheffield        | Male and female, aged 18-21, non-university   |
| Carlisle         | Male and female, aged 18-21, non-university   |
| Cardiff          | Male and female, aged 18-21, university       |
| Birmingham       | Muslim, male only, aged 18-21, university     |
| Belfast          | Male and female, aged 22-24, non-university   |
| Cardiff          | Male and female, aged 22-24, university       |
| Leeds            | Female only, aged 22-24, university           |
| Glasgow          | Male and female, aged 18-24, university       |
| Birmingham       | Muslim, male only, aged 18-24, non-university |
| Glasgow          | Parents of children aged 14-24                |
| Birmingham       | Parents of children aged 14-24                |
| Leamington Spa   | Nationally representative general public      |
| Birmingham       | Nationally representative general public      |
| RMAS – Sandhurst | Soldiers                                      |
| RMAS – Sandhurst | Officers                                      |

<sup>1</sup> 16 to 17 year olds were not included due to MODREC restrictions.

|                                 |          |
|---------------------------------|----------|
| Harrogate                       | Soldiers |
| Harrogate                       | Officers |
| Grantham Army Training Regiment | Soldiers |
| Grantham Army Training Regiment | Officers |

### 2.1.2 Topic guide

The topic guide can be found in Appendix 1 of this report, but in brief it covered the following areas:

- **Introductions and warm up:** current employment/activity and hopes/plans for future employment/career/life in general;
- **What makes a brand inspiring or attractive** (see below for brands explored): most attractive or inspiring brands, why are they attractive/inspiring, words most associated with these brands which make them attractive/inspiring, any other brands that are inspiring or attractive and why, agreement on 'top' brand;



- **Army brand in the context of competitors** (see below for brands explored, which were tailored to reflect the location of each group): most attractive or inspiring brands, why are they attractive/inspiring, words most associated with these brands which make them attractive/inspiring, how these differ from words used in relation to brands above, any other brands that are inspiring or attractive and why, agreement on 'top' brand;



- **Values and attributes** (see below for values explored): values that particularly appeal in terms of making a brand attractive/inspiring, and why, words not understood or that are a real turn-off, what words mean/convey, which words link back to describe an inspiring/attractive brand. At this stage the attributes identified at the Collision workshop which related to each of the values shown below were explored. These also formed part of the brand pyramids which were under development at this stage in the overall programme.

**Boldness**

**Development**

**Transformation**

**Humanity**

**Dynamism**

**Principles**

**Inspiration**

**Adaptability**

---

- Army brand: which of the values/attributes chime/fit in with views on the Army, which do not and why? What would the Army need to do, what should it be, for these to chime/fit in, and could the Army do this? Army as a potential

## 2.2 Quantitative research

### 2.2.1 Audiences

The quantitative element comprised 2,134 interviews in total, which carries a maximum confidence interval of  $\pm 2.1\%$  at the 95% level of confidence<sup>2</sup>.

This was made up of the following audiences (the maximum confidence interval for each audience is shown in brackets):

- 296 interviews with Officers ( $\pm 5.7\%$ );
- 811 interviews with Soldiers ( $\pm 3.4\%$ );
- 268 nationally representative general public ( $\pm 6.0\%$ );
- 253 18 to 21 year olds ( $\pm 6.2\%$ );
- 256 22 to 24 year olds ( $\pm 6.1\%$ );
- 250 parents of 14 to 24 year olds ( $\pm 6.2\%$ ).

### 2.2.2 Data collection method

Quantitative data were collected online for the external audiences, and via emailed link for the internal audiences.

The survey can be found in Appendix 2 of this report, but in brief it covered the following areas:

- Importance of values and attributes in making an organisation a great place to work;
- Extent to which a range of organisations (Army, NHS, Royal Air Force, local council and Apple) are associated with each value/attribute;
- How funding for the Army should be prioritised;
- Extent to which a range of organisations (Army, Navy, Royal Air Force, Police) are associated with specific activities (fighting wars, protecting the nation, providing public reassurance at home, undertaking humanitarian and disaster relief work);
- Familiarity with a range of organisations (Army, NHS, Royal Air Force, local council and Apple);
- Favourability towards a range of organisations (Army, NHS, Royal Air Force, local council and Apple);
- Strapline preference.

The survey also captured the following demographic/attitudinal information:

- Gender;
- Age;

---

<sup>2</sup> This means that we can be 95% confident that an observed result of 50% would lie between 48% and 52%.

- Ethnicity;
- Educational attainment;
- Employment status;
- Recommendation of the Army;
- Serving friends or family (external audiences only);
- University experience/aspirations (18 to 24 year olds only);
- Consideration of applying to the Army (18 to 24 year olds only);
- Regular/Reserve (internal audiences only).

### 2.3 This report

This programme of research combined a qualitative and a quantitative approach. The qualitative research was designed to inform the development of the quantitative survey tool. Qualitative analysis grids and quantitative survey data, which provide more detail, are available separate to this report.

The main body of the report focuses on the six key audiences outlined above. However, the final chapter discusses variations on the basis of a number of other demographic and attitudinal characteristics:

- Gender;
- Ethnicity;
- Educational aspiration;
- Favourability towards the Army.

### 3 Overview of Qualitative Findings

As stated earlier, the qualitative research phase was commissioned with the primary aim of developing the content for the quantitative study. The start point for this process was to collate the brand values and attributes detailed across all of the brand pyramids. This generated a total of 15 brand values and 45 brand attributes across the five pyramids. The table below summaries the key findings for each of the brand values amongst internal and external audiences and how these were reflected in the quantitative survey.

**Table 1: Summary of feedback on Brand Values**

| Brand attribute | Key findings amongst internal audience   | Key findings amongst external audiences   | Status in quantitative research phase         |
|-----------------|--|---|---|
| Development     | Focus on development of individual. Constantly learning and growing in confidence. Different person from when joined: more mature and disciplined. Army becomes part of you – ‘a way of life ...’  | Focus more on self development. Can be seen as career development. Some had difficulty interpreting. Perception that the Army operates along social class lines and only those from higher classes are developed as officers.                               | Promotes development. Encourages leadership.  |
| Opportunity     | The opportunities offered by joining the Army are widely recognised and valued. See benefits of skills learned and experiences gained throughout life. Seen as very positive and resonated widely. | Resonated strongly with external audiences. Wide recognition of the opportunities offered to those who join. Seen as positive and credible.   | Provides opportunity. Promotes learning.      |
| Boldness        | Difficult to interpret. Confused with brave and courageous – seen as very similar and these alternatives are easier to comprehend.   | Resonated with very few. Easily mis-interpreted to mean plain, boring, aggressive, bad. Many did not comprehend in any meaningful way.  | Values bravery/courage. Values determination. |
| Transformation  | Recognition that the Army does transform you in a positive way. Also that the Army can transform the lives of people more widely.  | Word is largely understood but not easily differentiated from development, which is preferred. Some negative interpretation of how the Army can transform people from being happy/healthy when they join, to being traumatised or disabled when they leave. | Enables personal transformation               |
| Connection      | Interpreted in relation to the strong bonds and sense of family in the Army. Seen as very positive.  | People feel connected to things they relate to and value. Difficult to feel connected to the Army as seen as separate, secretive and detached – but people appreciate the need for this given its role.   | <i>Not addressed in the original context</i>  |

|              |  |  |  |
|--------------|--|--|--|
| Humanity     | Preferred 'humanitarian'. Linked to disaster relief work. Viewed positively in the context of the Army's role.   | Seen as positive important, especially in the context of being ethical. Difficult for this to resonate in the context of the Army because the role requires soldiers to fight/cause death. Wide recognition of the Army's humanitarian work.   | Is connected to its community. Is a close knit team, that develops strong bonds. |
| Integrity    | Strongly linked to taking responsibility for your actions/owning up to mistakes and therefore building a stronger team. Interpreted in the context of being honest, principled | Subject to a variety of interpretations, some more accurate than others. Taken to mean honesty, reliability, trust(worthy), principled. Strong feeling that soldiers have integrity but have to 'do as they are told' and limited belief that those giving orders at the top of the organisation have integrity. | Is trusted. Is open, honest and transparent. Is somewhere you can be proud of.   |
| Principles   | Widely interpreted in the context of loyalty. Strong resonance with internal audience. Seen as fundamental to the role.  | Resonates strongly in context of public service providers. Widely interpreted accurately. Seen as very important and attractive in an organisation.  | Behaves in a principled and ethical way. Treats people with respect.             |
| Spirit       | Interpreted in a range of different ways and not always positively. Positive connotations for some as forming part of the Army's ethos.  | Does not resonate widely in terms of applicability to a brand. Could be interpreted as weak/fragile. Concept of resilience is preferred.   | <i>Not addressed in the original context</i>                                     |
| Dynamism     | No real understanding of or resonance with the term.   | No real understanding of or resonance with the term. Those who did understand it did not view it in a positive context.  | Is dynamic and always ready. Pulls together and rises to the challenge.          |
| Flexibility  | Because the Army is governed by rules it is not seen as offering flexibility at the individual level. Therefore this did not resonate widely.                                  | Did not resonate widely in context of the Army as the Army is largely viewed as necessarily inflexible.  | Maximises talent: ensures individuals reach their full potential.                |
| Adaptability | Being adaptable resonates more in the context of the Army than being flexible. Adapting to changing situations is better than 'bending' to them.                               | Adapting is seen as more positive than flexing as it implies conscious and sustained change. Seen as relevant and important in the context of the Army. Viewed positively in the context of building transferable skills.  | Adapts and innovates. Building transferable skills.                              |
| Confidence   | Viewed as widely as important and a positive. Resonates in the context of their roles. Also believes it reflects how they are viewed by the public.                            | Seen as an important and attractive characteristic in individuals. Recognition that the Army builds confidence in people. Viewed as important for the public to have confidence in the Army.   | Builds confidence  |

## British Army branding research

|             |   |  |                              |
|-------------|---|--|------------------------------|
| Inspiration | Perceived that the public view the Army and the people in it as inspiring.  | People/brands who have build something from nothing are seen as inspiring e.g Richard Branson, Google, Apple. People are inspired by the bravery, courage and duty shown by those in the Army. | Is inspiring                 |
| Security    | Career in the Army is seen as secure and offering security. Security viewed in the context of providing security to the nation as well as ensuring the security of colleagues and job security. | Echoed the views expressed by internal audiences. Some concern that soldiers are not adequately secure due to the nature of the role, training environment and lifestyle.                      | Has strong history/heritage. |

Figure 2 below details the brand attributes explored via the qualitative research, with those **not** taken through to the quantitative element highlighted in **bold red**. These were rejected either because there were issues of comprehension (e.g. 'bold', 'dynamism') or a lack of resonance among one or more of the target audiences (e.g. 'leadership factory', 'agility').

**Figure 2: Values and attributes from Brand Sprint not taken forward into quantitative testing**

| Option | Values                | Attributes                           |   |      |
|--------|-----------------------|--------------------------------------|---|------|
| 1      | <b>Development</b>    | Personal, and personalised, journeys | Enhancing social mobility               | Lead |
|        | <b>Humanity</b>       | Connected to communities             | Strong bonds, shared identity           | Prot |
|        | <b>Adaptability</b>   | Building transferrable skills        | Useful, and used                        | Alwa |
| 2      | <b>Principles</b>     | Unerring standards                   | Respect for each other and the nation   | Judg |
|        | <b>Flexibility</b>    | Fulfil every individual's potential  | An adaptable Army, fit for purpose      | Res  |
|        | <b>Spirit</b>         | Bold and fearless warriors           | Resilient people; resilient institution | Find |
| 3      | <b>Security</b>       | (Trusted) to protect the Nation      | Strength through heritage               | Rea  |
|        | <b>Connection</b>     | Harnessing people and technology     | In touch                                | Alwa |
|        | <b>Opportunity</b>    | Experience beyond the ordinary       | Personal, and personalised, journeys    | Con  |
| 4      | <b>Boldness</b>       | Tough fighting force                 | Extraordinarily resilient               | Lase |
|        | <b>Dynamism</b>       | Agility, through innovation          | Pro-actively ready                      | Dive |
|        | <b>Integrity</b>      | Deservedly trusted                   | Fiercely proud                          | Hon  |
| 5      | <b>Inspiration</b>    | Unashamedly proud                    | Unreservedly defend                     | Cari |
|        | <b>Transformation</b> | Leadership factory                   | Empowering opportunities                | Buil |
|        | <b>Confidence</b>     | Win, anywhere (in any environment)   | Expertise driven by experience          | Alwa |

SOURCE: Collision workshop; team

## 4 Summary of Survey findings

### 4.1 Importance of values and attributes

#### 4.1.1 MaxDiff approach to creating hierarchy of importance of attributes

Based on the findings of the qualitative phase, a workshop was held during which Army personnel and members of the BMG Research team identified 26 attributes and values as resonating with the target audiences. These were taken forward for testing in the quantitative phase of research. A MaxDiff approach was employed to create a hierarchy of importance of these attributes/values.

Respondents were asked the following question:

*“Different people look for different things when choosing jobs and potential employers. Thinking now about the kind of organisation in which you might want to work, which of the following is most important in making an organisation a great place to work, and which is least important?”*

Each respondent was shown 21 sets of five of the statements shown below, with the combinations of statements derived by a process of modelling to ensure that, were all the statements viewed as equally important, each would achieve the same overall value (i.e. 100% divided by the 26 attributes, which equals 3.85%).

Hence it is the variation from this value (3.85%) which indicates whether the actual value achieved by each statement is statistically significantly different from the average, and it is the overall ranking of the values for each attribute which indicates the overall ranking of importance.

The 26 attributes were:

- Adapts and innovates
- Behaves in a principled and ethical way
- Builds confidence
- Develops transferable skills
- Enables personal transformation
- Encourages leadership
- Has strong history/heritage
- Is a close knit team, that develops strong bonds
- Is caring
- Is connected to its community
- Is dynamic and always ready
- Is efficient
- Is inspiring
- Is open, honest and transparent
- Is somewhere you can be proud of
- Is successful
- Is trusted
- Maximises talent; ensures individuals reach their full potential

- Promotes development
- Promotes learning
- Provides opportunity
- Pulls together and rises to the challenge
- Treats people with respect
- Values bravery/courage
- Values determination
- Values commitment

#### 4.1.2 Ranking of importance by audience

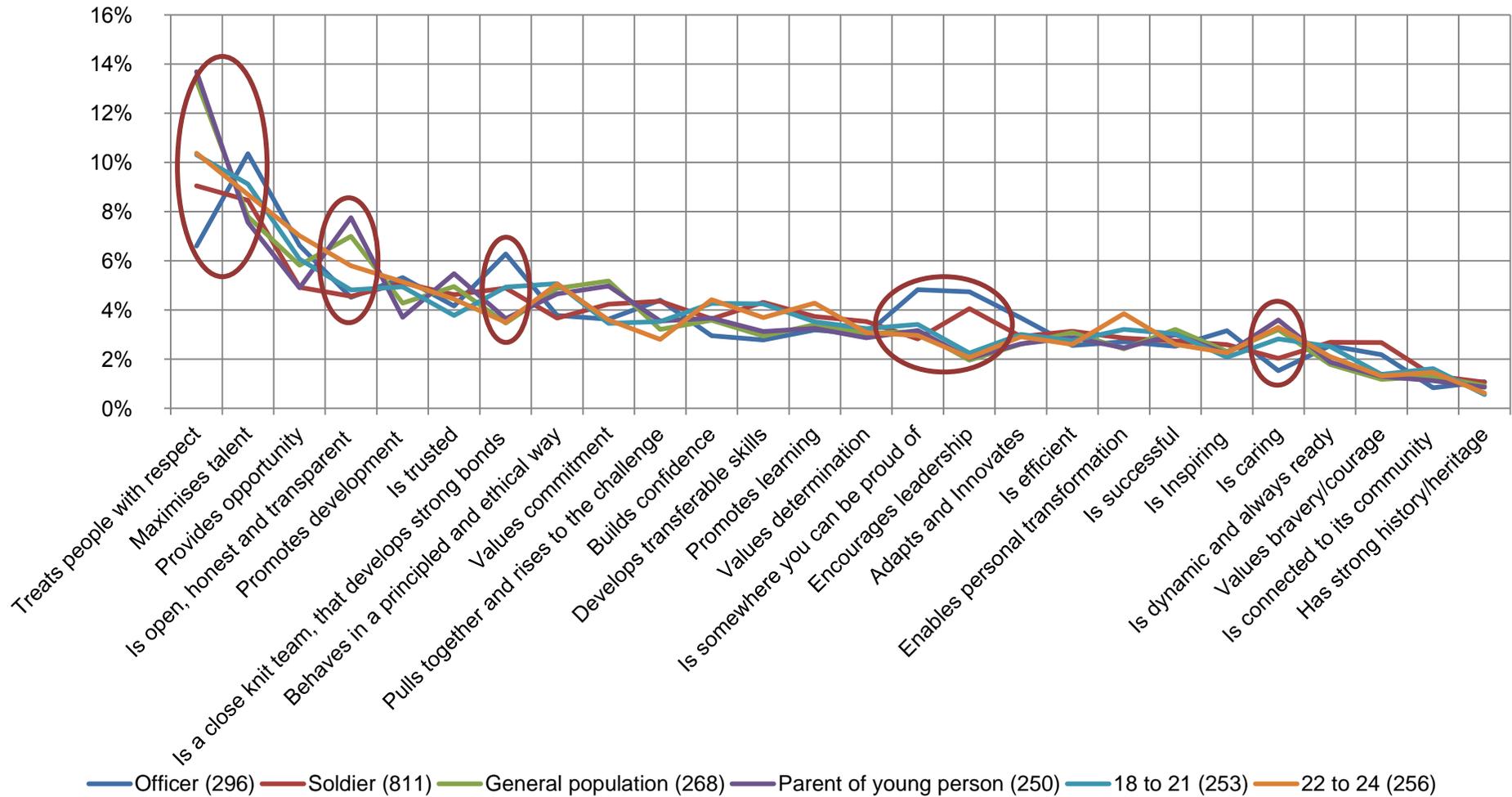
Figure 3 overleaf summarises the full MaxDiff results by audience, plotting the MaxDiff value derived for each value/attribute for each audience.

The results from the quantitative survey should **not** be considered in aggregate, as the total sample is not representative in any way (i.e. it includes internal and external audiences, and it over/under-represents the various audiences relative to their true prevalence in the population). However, given that the ranking of importance of the values/attributes varies between the different audiences, it does provide a simple method of ordering the statements.

With this in mind, the values/attributes in figure 3 have been ordered from left to right based on the overall ranking on a total sample basis.

While there is a high degree of consistency across the various audiences, it does highlight some differences (indicated by the red circles), and these are discussed in more detail overleaf.

Figure 3: Ranking of importance by key audiences



Q: Can you tell us which item you think is most important in making an organisation a great place to work, and which is least important.  
 Sample bases in parentheses.

As indicated by the figure above, while there is a high degree of consistency, there are differences by audience, and figure 4 below summarises the values/attributes identified by each audience as being significantly more important than the average (indicated by shaded cells), with the values/attributes listed based on the overall ranking on a total sample basis.

To summarise, while there are differences in the rank order of the statements by audience, four statements are identified as more important than average by all six audiences: *treats people with respect, maximises talent, provides opportunity, is open, honest and transparent.*

Notable differences by audience include:

- External audiences regard *behaves in a principled and ethical way* as more important than average;
- Internal audiences and those aged 18 to 21 regard *is a close knit team, that develops strong bonds* as more important than average;
- Internal audiences regard *pulls together and rises to the challenge and encourages leadership* as more important than average;
- Younger audiences regard *builds confidence* as more important than average.
- While Officers regard *is somewhere you can be proud of* as more important than average, Soldiers regard *develops transferable skills* as more important than average;
- While 18 to 21 year olds regard *develops transferable skills* as more important than average, 22 to 24 year olds regard *promotes learning and enables personal transformation* as more important than average.

**Figure 4: Ranking of values/attributes identified as more important than average by audience**

|  | Officers<br>(296) | Soldiers<br>(811) | General<br>pop<br>(268) | Parents<br>(250) | 18 to 21<br>(253) | 22 to 24<br>(256) |
|--|-------------------|-------------------|-------------------------|------------------|-------------------|-------------------|
| Treats people with respect                       | 3rd               | 1st               | 1st                     | 1st              | 1st               | 1st               |
| Maximises talent                                 | 1st               | 2nd               | 2nd                     | 3rd              | 2nd               | 2nd               |
| Provides opportunity                             | 2nd               | 4th               | 4th                     | 6th              | 3rd               | 3rd               |
| Is open, honest and transparent                  | 8th               | 7th               | 3rd                     | 2nd              | 7th               | 4th               |
| Promotes development                             | 5th               | 3rd               | 8th                     | 8th              | 5th               | 5th               |
| Is trusted                                       | 10th              | 6th               | 6th                     | 4th              | 10th              | 7th               |
| Is a close knit team, that develops strong bonds | 4th               | 5th               | 10th                    | 10th             | 6th               | 13th              |
| Behaves in a principled and ethical way          | 11th              | 13th              | 7th                     | 7th              | 4th               | 6th               |
| Values commitment                                | 13th              | 10th              | 5th                     | 5th              | 13th              | 12th              |
| Pulls together and rises to the challenge        | 9th               | 8th               | 13th                    | 12th             | 11th              | 18th              |
| Builds confidence                                | 17th              | 14th              | 9th                     | 9th              | 8th               | 8th               |
| Develops transferable skills                     | 18th              | 9th               | 18th                    | 15th             | 9th               | 11th              |
| Promotes learning                                | 14th              | 12th              | 11th                    | 13th             | 12th              | 9th               |
| Is somewhere you can be proud of                 | 6th               | 19th              | 15th                    | 14th             | 14th              | 16th              |
| Encourages leadership                            | 7th               | 11th              | 22nd                    | 22nd             | 22nd              | 23rd              |
| Enables personal transformation                  | 19th              | 18th              | 20th                    | 20th             | 16th              | 10th              |

## 4.2 Association of organisations with values/attributes

### 4.2.1 Background

All respondents were asked to indicate which of the following organisations they would associate with each of the values/attributes, picking as many or as few organisations as they wished;

- NHS
- Army
- Royal Air Force
- Your local Council
- Apple

There were a number of amendments/additions to the list outlined above:

- *Adapts and innovates* was split into separate aspects, *adapts* and *innovates*;
- *Is familiar to people* and *empowers its people* were added as aspects that were important to the internal audiences.

Hence there were 29 values/attributes included in this element.

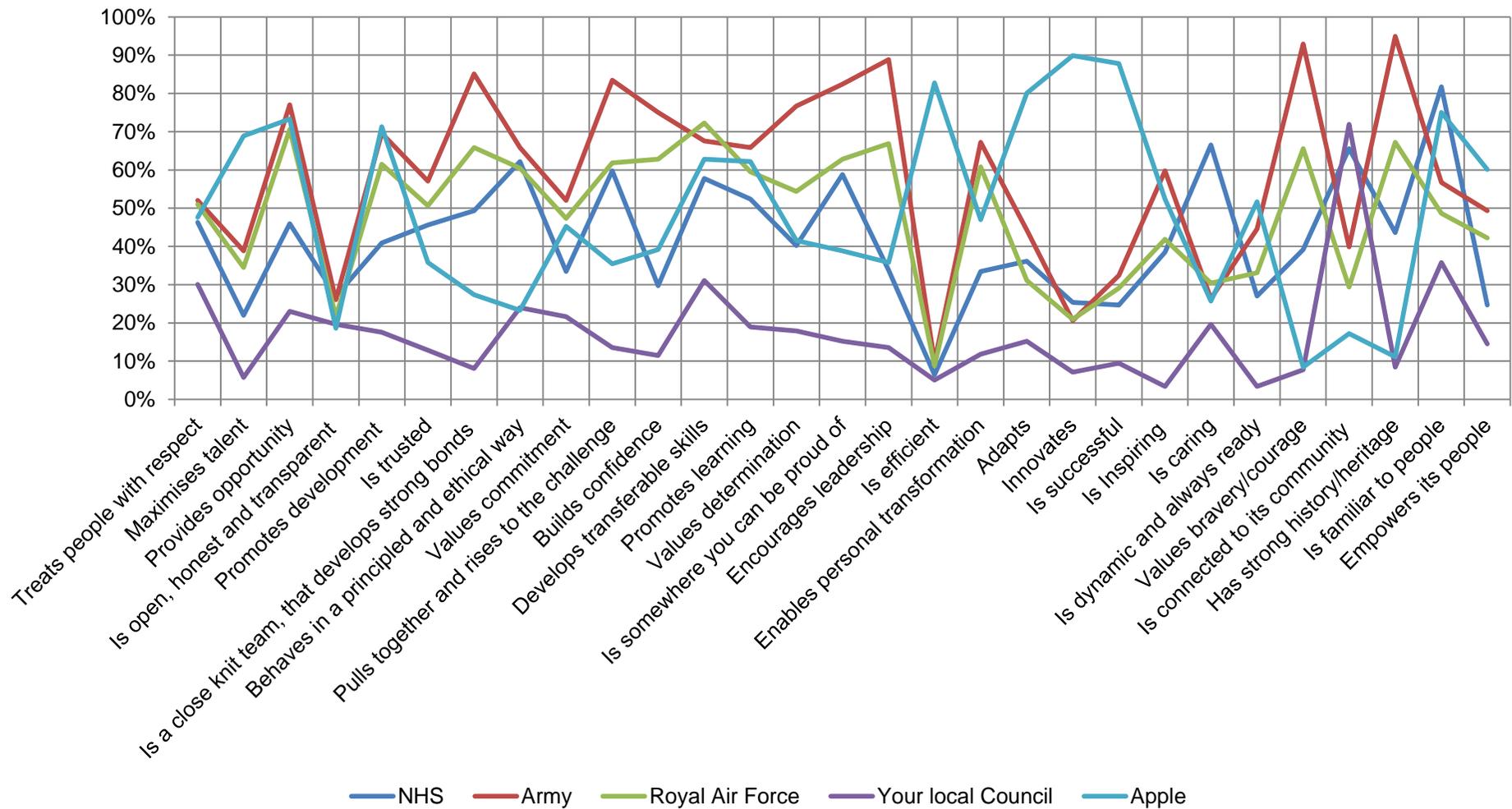
For illustrative purposes, the figure overleaf summarises the results from these questions among the Officer audience, plotting the percentage of Officers who selected each organisation for each of the values/attributes.

This illustrates a number of points, for example:

- Officers associate the Army more than any of the other organisations with *is a close knit team that develops strong bonds, pulls together and rises to the challenge, encourages leadership, values bravery/courage and has strong history/heritage*.
- Officers are less likely to associate the local council with any of the attributes with the exception of *is connected to its community*.

However, the key point it illustrates is the volume and variability of the data produced, particularly when considering each of the six audiences.

**Figure 5: Absolute percentage endorsement of organisations against values/attributes among Officers**



Q: Which, if any, of the following organisations do you think...?  
 Sample base: 296 Officers

#### 4.2.2 Calculating relative strengths and weaknesses

While the approach outlined above provides a clear understanding of the absolute associations the various audiences have with the various organisations, it does generate an enormous volume of data. This advocates an alternative analysis approach to explore the **relative strengths and weaknesses** bearing in mind that some organisations will tend to be endorsed more than others across all attributes, and that some attributes will tend to be endorsed more than others across all organisations (and *vice versa*).

This is illustrated in the figure below, which shows the data upon which the figure above has been based (again the order of attributes reflects the order of importance identified via MaxDiff at a total sample level, with the exception of *is familiar to people* and *empowers its people*, which were not included in the MaxDiff).

This demonstrates that each organisation has a different 'organisation average', i.e. the average endorsement across all attributes, and that each attribute has a different 'attribute average', i.e. the average endorsement across all organisations.

**Figure 6: Absolute percentage endorsement of organisations against values/attributes among Officers**

|  | NHS | Army | Royal Air Force | Your local Council | Apple | Attribute average |
|--|-----|------|-----------------|--------------------|-------|-------------------|
| Treats people with respect                       | 46% | 52%  | 51%             | 30%                | 48%   | <b>45%</b>        |
| Maximises talent                                 | 22% | 39%  | 34%             | 6%                 | 69%   | <b>34%</b>        |
| Provides opportunity                             | 46% | 77%  | 71%             | 23%                | 73%   | <b>58%</b>        |
| Is open, honest and transparent                  | 27% | 26%  | 22%             | 20%                | 19%   | <b>23%</b>        |
| Promotes development                             | 41% | 70%  | 61%             | 18%                | 71%   | <b>52%</b>        |
| Is trusted                                       | 46% | 57%  | 51%             | 13%                | 36%   | <b>40%</b>        |
| Is a close knit team, that develops strong bonds | 49% | 85%  | 66%             | 8%                 | 27%   | <b>47%</b>        |
| Behaves in a principled and ethical way          | 62% | 66%  | 60%             | 24%                | 23%   | <b>47%</b>        |
| Values commitment                                | 33% | 52%  | 47%             | 22%                | 45%   | <b>40%</b>        |
| Pulls together and rises to the challenge        | 60% | 83%  | 62%             | 14%                | 35%   | <b>51%</b>        |
| Builds confidence                                | 30% | 75%  | 63%             | 11%                | 39%   | <b>44%</b>        |
| Develops transferable skills                     | 58% | 68%  | 72%             | 31%                | 63%   | <b>58%</b>        |
| Promotes learning                                | 52% | 66%  | 59%             | 19%                | 62%   | <b>52%</b>        |
| Values determination                             | 40% | 77%  | 54%             | 18%                | 42%   | <b>46%</b>        |
| Is somewhere you can be proud of                 | 59% | 82%  | 63%             | 15%                | 39%   | <b>52%</b>        |
| Encourages leadership                            | 34% | 89%  | 67%             | 14%                | 36%   | <b>48%</b>        |
| Is efficient                                     | 6%  | 10%  | 9%              | 5%                 | 83%   | <b>23%</b>        |
| Enables personal transformation                  | 33% | 67%  | 61%             | 12%                | 47%   | <b>44%</b>        |

|                               |            |            |            |            |            |            |
|-------------------------------|------------|------------|------------|------------|------------|------------|
| Adapts                        | 36%        | 44%        | 31%        | 15%        | 80%        | <b>41%</b> |
| Innovates                     | 25%        | 21%        | 21%        | 7%         | 90%        | <b>33%</b> |
| Is successful                 | 25%        | 32%        | 29%        | 9%         | 88%        | <b>37%</b> |
| Is Inspiring                  | 39%        | 60%        | 42%        | 3%         | 52%        | <b>39%</b> |
| Is caring                     | 67%        | 26%        | 30%        | 20%        | 26%        | <b>34%</b> |
| Is dynamic and always ready   | 27%        | 45%        | 33%        | 3%         | 52%        | <b>32%</b> |
| Values bravery/courage        | 39%        | 93%        | 66%        | 8%         | 8%         | <b>43%</b> |
| Is connected to its community | 66%        | 40%        | 29%        | 72%        | 17%        | <b>45%</b> |
| Has strong history/heritage   | 44%        | 95%        | 67%        | 8%         | 11%        | <b>45%</b> |
| Is familiar to people         | 82%        | 57%        | 49%        | 36%        | 75%        | <b>60%</b> |
| Empowers its people           | 25%        | 49%        | 42%        | 15%        | 60%        | <b>38%</b> |
| <b>Organisation average</b>   | <b>42%</b> | <b>59%</b> | <b>49%</b> | <b>17%</b> | <b>49%</b> | <b>43%</b> |

Using these values it is possible to 'predict' what level of endorsement would be expected for each organisation for each attribute, taking into consideration the organisation and attribute average in each instance.

In essence this is achieved by using the following formula, although in practice more complex statistical procedures are implemented using log-linear modelling:

$$\frac{\text{Organisation average} \times \text{attribute average}}{\text{Grand average}}$$

*Grand average*

It is then possible to identify the extent of any variation between the absolute level of endorsement of each organisation on each attribute, and the expected level of endorsement as outlined above.

Again for illustrative purposes, the figure overleaf summarises this process for the Officer audience, showing the relative strengths and weaknesses of each organisation relative to expectations (again the order of attributes reflects the order of importance identified via MaxDiff at a total sample level, with the exception of *is familiar to people* and *empowers its people*, which were not included in the MaxDiff).

Where these deviations from expected levels of endorsement for the Army are statistically significant at the 95% level of confidence this is shown by green (significantly above expected) and red (significantly below expected) circles on the figure overleaf.

To summarise, among Officers, the Army is associated to a greater extent than would be expected with the following:

- Is a close knit team, that develops strong bonds
- Pulls together and rises to the challenge
- Builds confidence
- Values determination
- Is somewhere you can be proud of
- Encourages leadership
- Enables personal transformation
- Values bravery/courage

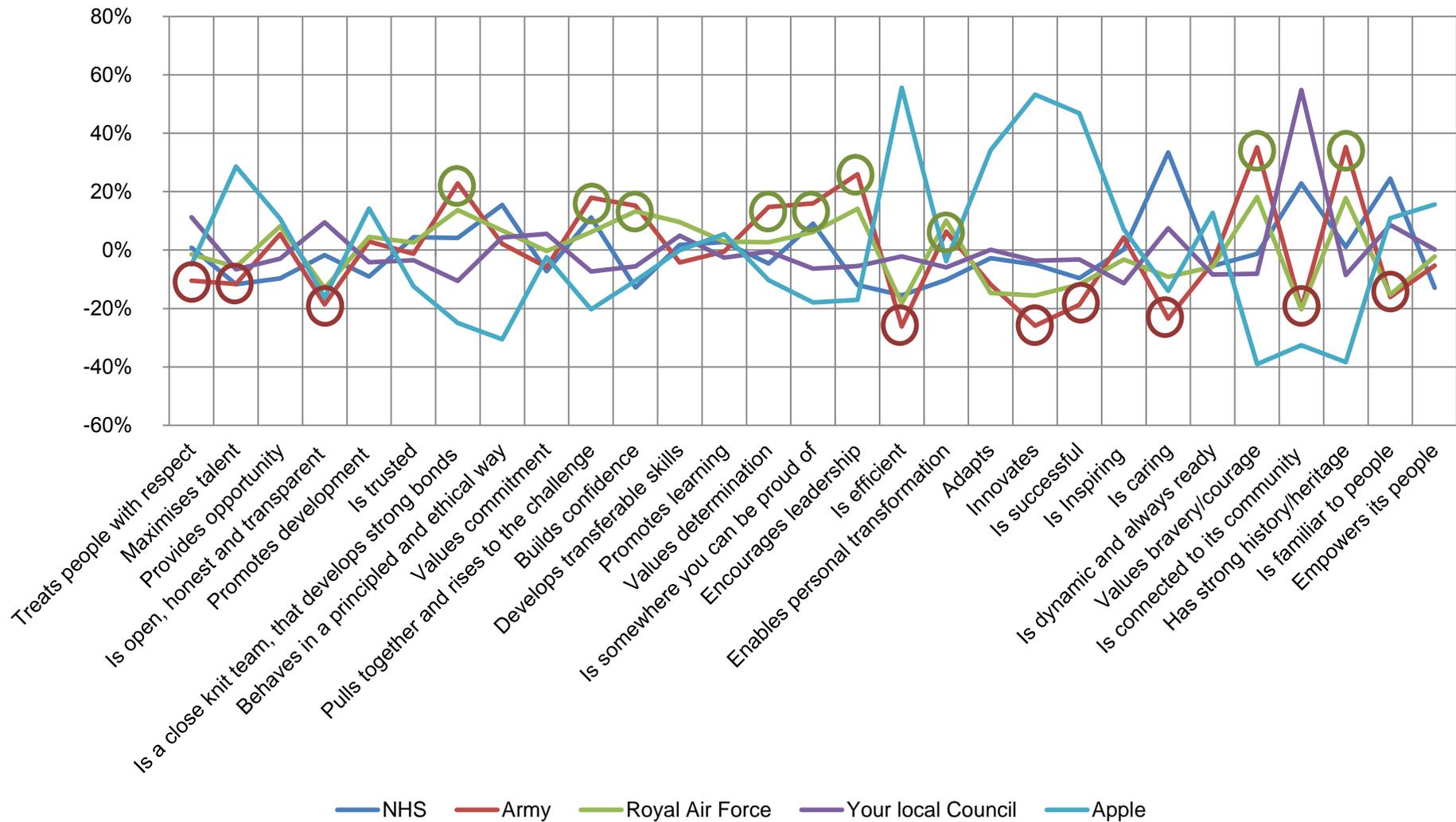
- Has strong history/heritage

In contrast, among Officers the Army is associated to a lesser extent than would be expected with the following:

- Treats people with respect;
- Maximises talent; ensures individuals reach their full potential;
- Is open, honest and transparent;
- Is efficient;
- Adapts;
- Innovates;
- Is successful;
- Is caring;
- Is connected to its community;
- Is familiar to people.

The other key point to note is that the attributes on which Officers particularly regard the Army more positively than expected are those identified as of less importance in making somewhere a great place to work (i.e. *values determination, is somewhere you can be proud of, encourages leadership, enables personal transformation, values bravery/courage and has strong history/heritage*).

**Figure 7: Deviations from expected endorsement of organisations against values/attributes amongst Officers**



Q: Which, if any, of the following organisations do you think...?  
 Sample base: 296 Officers

### 4.2.3 Comparing relative strengths and weaknesses by audience

The previous section explains how it is possible to consider the relative strengths and weaknesses of different organisations within each audience, taking Officers as an example.

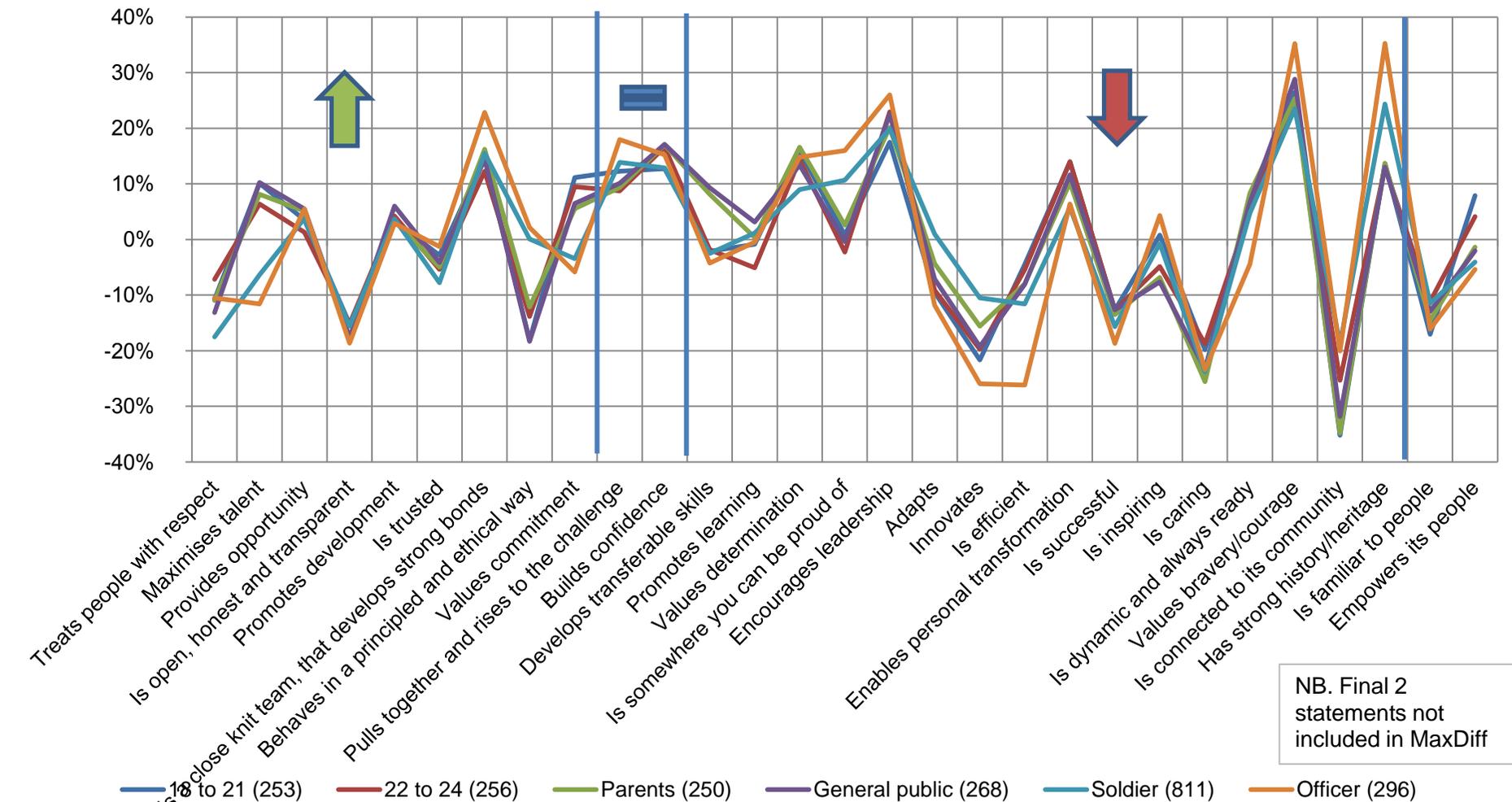
The figure overleaf explores how this varies by the six key audiences in relation to the Army only.

Again the order of attributes reflects the order of importance identified via MaxDiff at a total sample level, with the exception of *is familiar to people* and *empowers its people*, which were not included in the MaxDiff. The green arrow represents statements identified as more important than average on a total sample basis, and the red arrow represents attributes identified as less important than average.

To summarise, while there is a relatively high degree of consistency across the six audiences, there are a number of key differences:

- The internal audiences are less likely than external audiences to regard *maximises talent* and *values commitment* as relative strengths for the Army, and Officers are also less likely than all other audiences to regard *innovates* and *is efficient* as relative strengths.
- In contrast, Officers are more likely than all other audiences to regard *is a close knit team that develops strong bonds, pulls together and rises to the challenge, is somewhere you can be proud of, encourages leadership, values bravery/courage* and *has strong history/heritage* as relative strengths. Both Officers and Soldiers are more likely to regard *behaves in a principled and ethical way* as a relative strength.

Figure 8: Deviations from expected endorsement of the Army against values/attributes amongst key audiences



NB. Final 2 statements not included in MaxDiff

Q: Which, if any, of the following organisations do you think...?  
Sample bases in parentheses

### 4.3 The Army's purpose

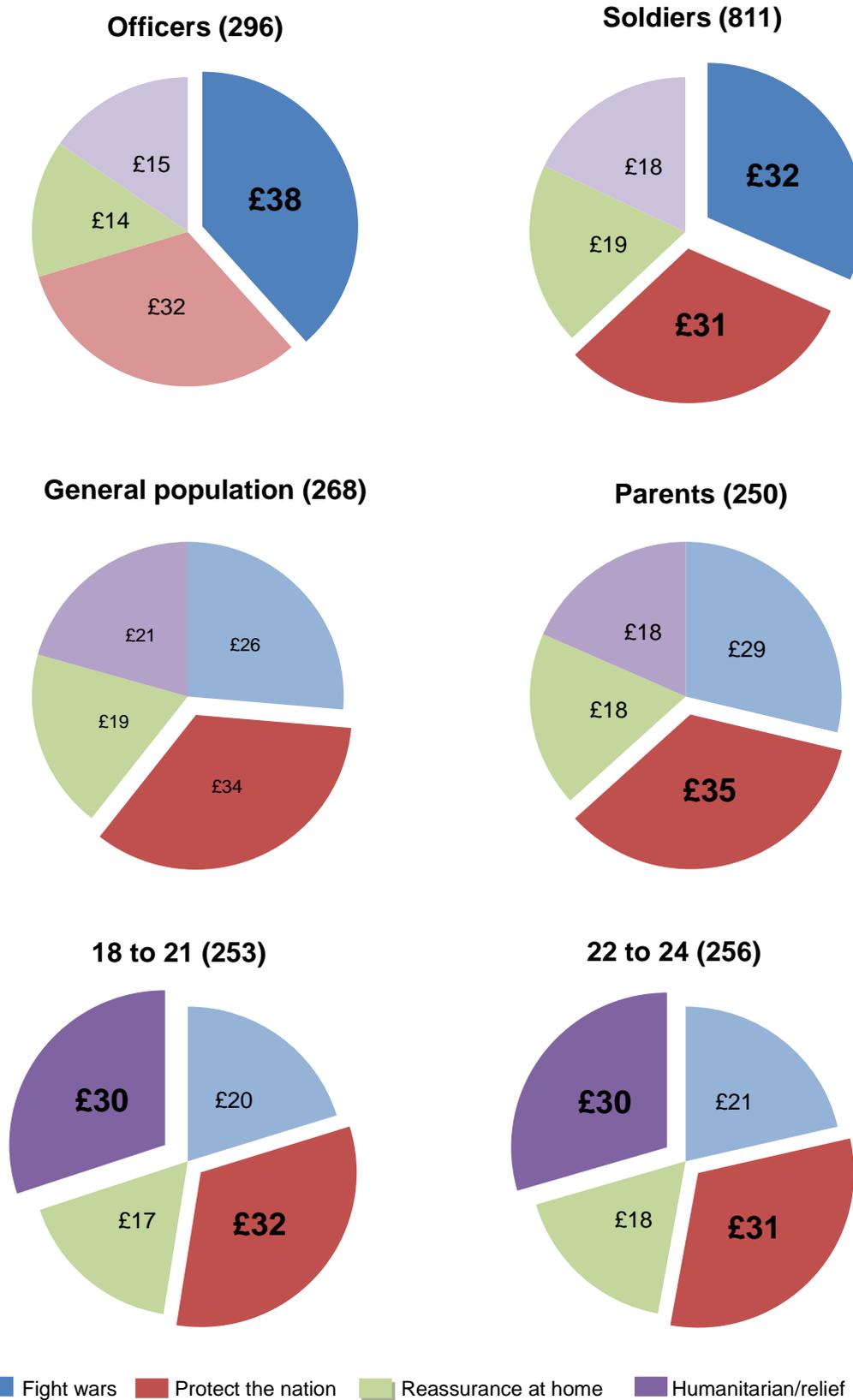
Respondents were asked to suggest for each £100 the Army spends, how it should be split across the following:

- Training to fight wars;
- Training to protect the nation;
- Training to provide public reassurance at home;
- Training to undertake humanitarian and disaster relief work.

The figure overleaf summarises the results across the six key audiences and highlights the differing priorities by audience:

- Officers allocate most spend to *training to fight wars*;
- Soldiers allocate approximately equal spend to *training to fight wars* and *training to protect the nation*;
- The general population and parents allocate most spend *training to protect the nation*;
- Young people allocate approximately equal spend to *training to protect the nation* and *training to undertake humanitarian and disaster relief work*.

Figure 9: Allocation of £100 for training by key audiences



Q: For each £100 the Army spends, how should it be split across the following...?  
 Sample bases in parentheses

Respondents were also asked to suggest which of the following organisations they believed undertook each of these activities:

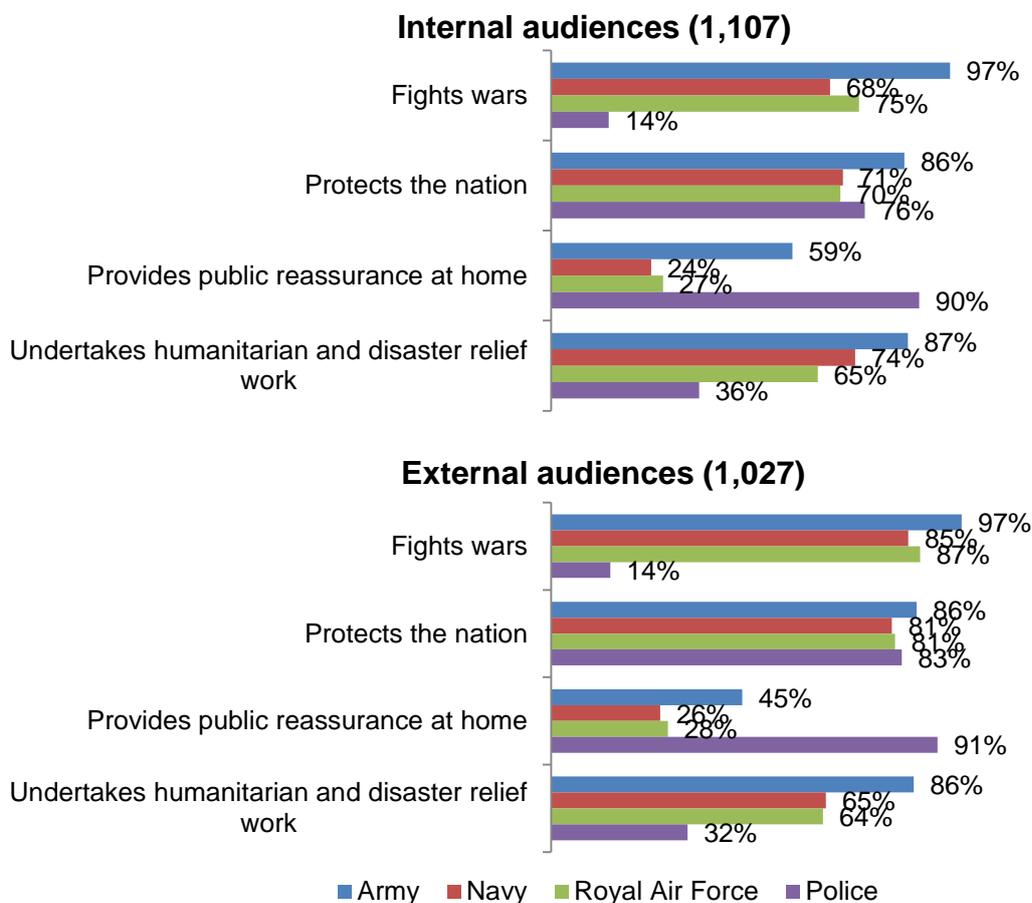
- Army;
- Navy;
- Royal Air Force;
- Police.

The figure below summarises the results of these questions, grouping the internal (Officers and Soldiers) and the external (general population, parents and young people) audiences for ease of analysis.

For both internal and external audiences the Army is almost universally associated with *fighting wars* (97% in both instances), although the external audiences are significantly more likely than internal audiences to associate this activity with the Navy and the RAF as well. Both internal and external audiences associate the Army very strongly with *undertaking humanitarian and disaster relief work* (87% and 86% respectively) and also with *protecting the nation* (86% in both instances).

Internal audiences are more likely than external audiences to associate the Army with *providing public reassurance at home* (59% compared to 45%).

**Figure 10: Absolute percentage endorsement of organisations against activities undertaken by key audiences**



Q: Which, if any, of the following organisations do you think...?  
 Sample bases in parentheses

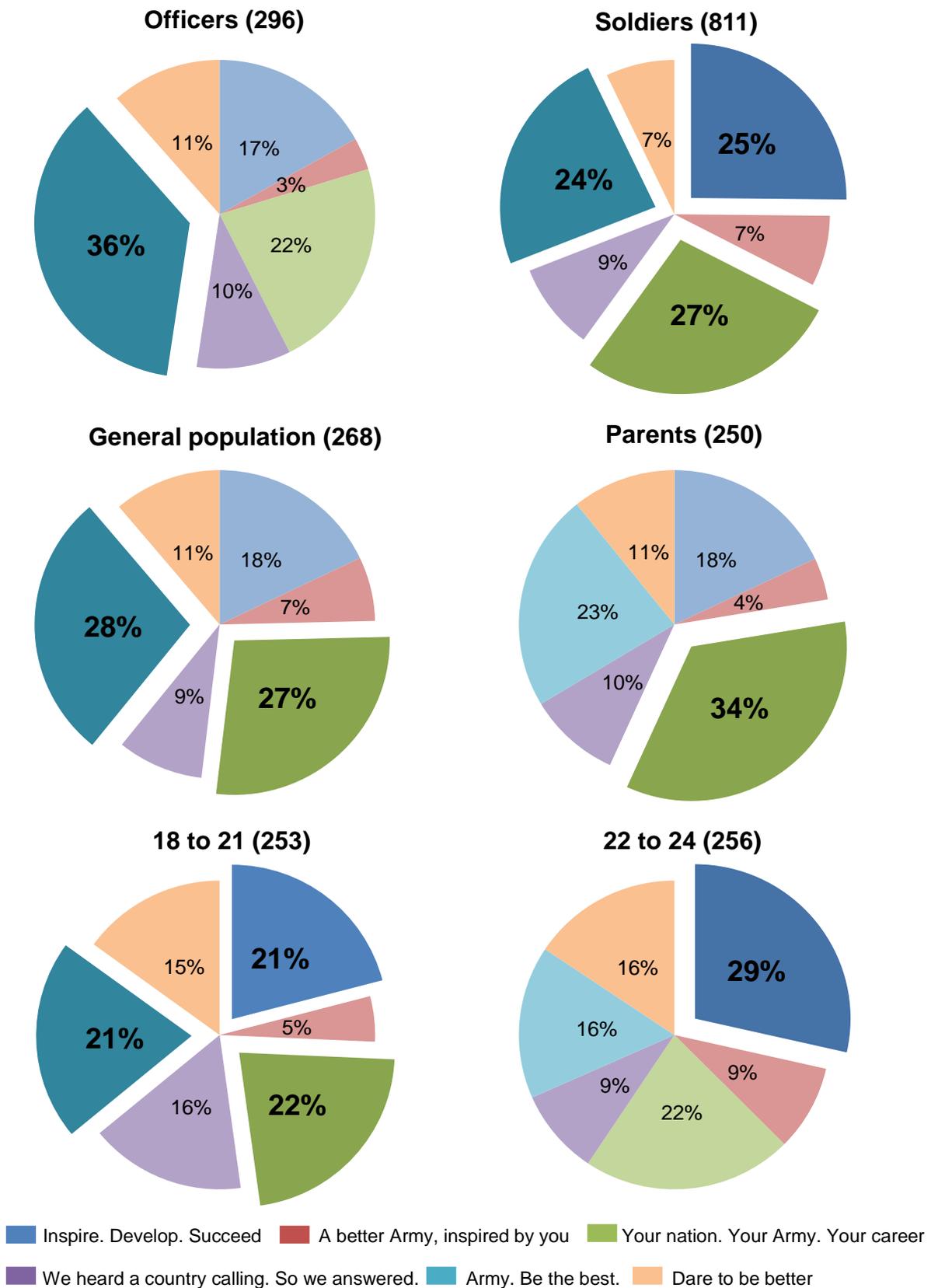
#### 4.4 Strapline preference

A number of straplines were selected from internal competition entries for inclusion in the survey, and respondents were asked, considering what is important to them regarding the Army, which of them were most inspiring.

The results by each of the six audiences are summarised overleaf, but in summary:

- Officers show a clear preference for *Army. Be the best*;
- Soldiers and those aged 18 to 21 are relatively evenly split between *Your nation. Your Army. Your career, Inspire. Develop. Succeed*, and *Army. Be the Best*;
- The general population are evenly split between *Army. Be the Best* and *Your nation. Your Army. Your career*;
- Parents prefer *Your nation. Your Army. Your career*;
- Those aged 22 to 24 prefer *Inspire. Develop. Succeed*.

Figure 11: Strapline preference by key audiences



Q: Considering what is important to you regarding the Army, which of the following most inspires you when thinking about the Army?

Sample bases in parentheses

### 4.5 Familiarity with organisations

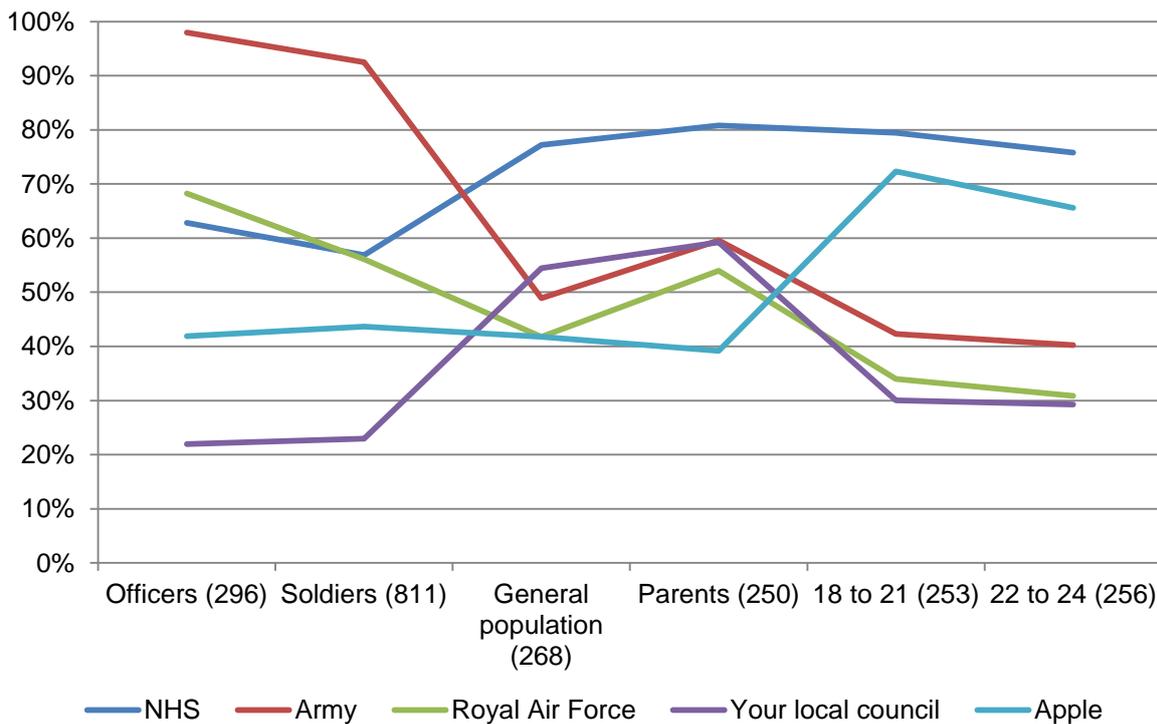
Respondents were asked to indicate how well they feel they know a range of organisations (the Army, NHS, RAF, local council and Apple), and in making their choice, to take into account all of the ways in which they have learned or heard about them.

The figure below summarises the findings, showing the proportion of each key audience who feel they know each organisation very well, or that they know a fair amount about it<sup>3</sup>.

Unsurprisingly the majority of the internal audiences know the Army very well or know a fair amount about it. Around half of the general population know the Army very well or know a fair amount about it, and this rises to three in five parents. However, familiarity with the Army falls to around two in five among the younger groups.

For external audiences, familiarity with the Army is greater than is the case for the Royal Air Force.

**Figure 12: Familiarity with organisations: know very well/know a fair amount by audience**



Q: Please indicate how well you feel you know the following organisations. In making your choice, please take in to account all of the ways in which you have learned or heard about it.  
 Sample bases in parentheses

<sup>3</sup> Other response options were ‘know just a little’, ‘heard of, know almost nothing’, ‘never heard of’.

## 4.6 Favourability towards organisations

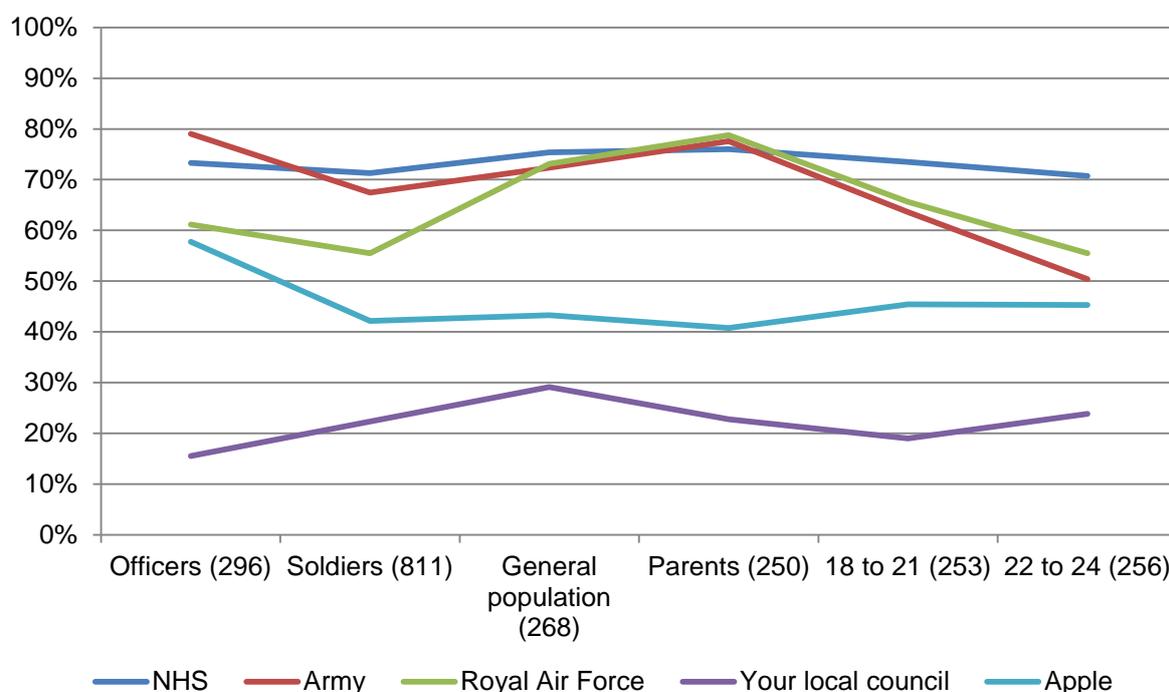
Respondents were asked to indicate how favourable or unfavourable their overall opinion or impression is of a number of organisations (the Army, NHS, RAF, local council and Apple).

The figure below summarises the findings, showing the proportion of each key audience who indicated that they were very or mainly favourable towards each organisation<sup>4</sup>.

For internal audiences favourability towards the Army matches that towards the NHS, and this is also the case for the general population and parents. However, among young people favourability towards the Army is lower, falling short of favourability towards the NHS.

It is also of note that, despite being somewhat less familiar with the Royal Air Force than the Army, external audiences are equally likely to be favourable towards both.

**Figure 13: Favourability towards organisations: very/mainly favourable by audience**



Q: Now please indicate how favourable or unfavourable your overall opinion or impression is of each organisation.

Sample bases in parentheses

The figure below summarises the results for the key audiences in relation to the Army only.

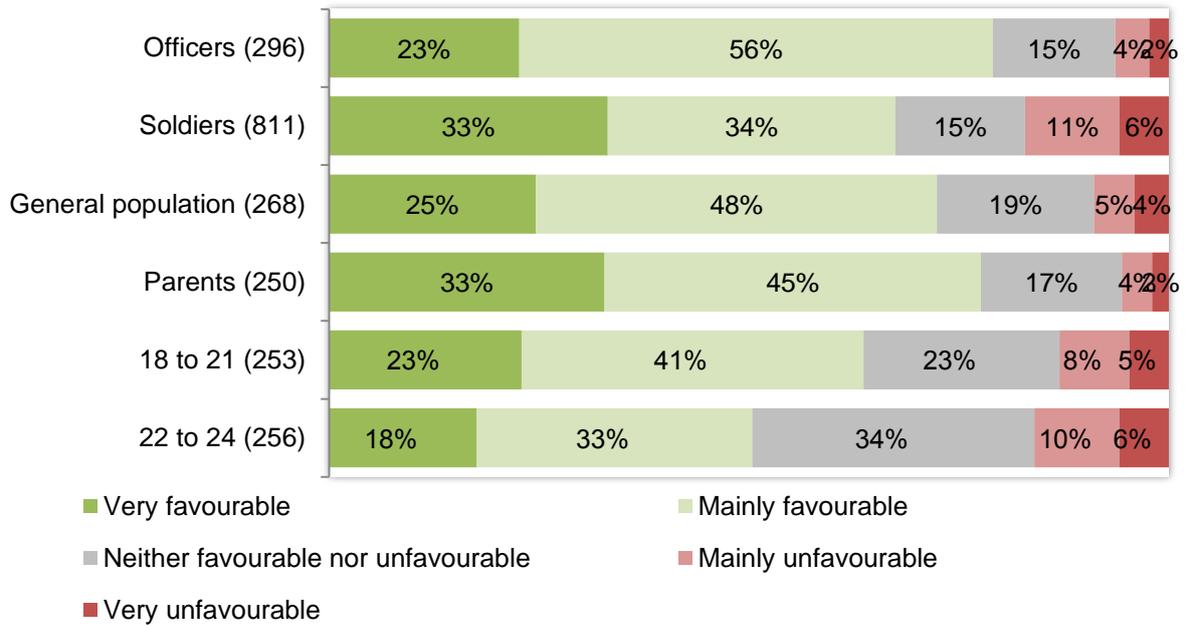
While four in five (79%) Officers and two thirds (67%) of Soldiers are very or mainly favourable towards the Army, one in twenty (6%) Officers are mainly or very unfavourable, and this rises to close to one in five (17%) Soldiers.

<sup>4</sup> Other response options were 'neither favourable nor unfavourable', 'mainly unfavourable', 'very unfavourable'.

Over seven in ten of the general population sample (72%) and the parents sample (78%) are favourable, with less than one in ten in each instance unfavourable (9% and 6% respectively).

Among younger audiences, while two thirds of 18 to 21 year olds (64%) are favourable, this falls to half (50%) of 22 to 24 year olds. However it should be noted that relatively large proportions of the younger audiences have no strong opinion either way (23% and 34% respectively).

**Figure 14: Favourability towards the Army by key audiences**



Q: Now please indicate how favourable or unfavourable your overall opinion or impression is of each organisation.  
 Sample bases in parentheses

## 5 Discussion of differences by demographic/attitudinal variables

### 5.1 Overview

The following sections discuss differences in the results by a number of variables:

- Gender;
- Ethnicity;
- University aspiration;
- Familiarity with the Army;
- Favourability towards the Army;
- Recommendation of the Army;
- Region.

The supporting data for this can be found in Appendix 3.

### 5.2 Gender

#### 5.2.1 Importance of values/attributes

Views as to what is important in making somewhere a great place to work are largely consistent by gender, with the following exceptions:

- *Treats people with respect* is important for all audiences, but particularly for women who fall into the general population and parent samples;
- *Builds confidence* is more important for younger women (aged 18 to 24), while *develops transferable skills* is more important for younger men;
- *Promotes development* is less important for men and women who fall into the general population and parent samples;
- *Behaves in a principled and ethical way* is less important for male Army personnel and men who fall into the general population and parent samples;
- *Pulls together and rises to the challenge* is more important for male and female Army personnel, while *encourages leadership* is more important for male Army personnel.

#### 5.2.2 Relative strengths and weaknesses of the Army

The relative strengths and weaknesses identified are also largely consistent by gender, with the following exceptions:

- Younger women are less likely to see *treats people with respect* as a relative weakness than the other audiences, although this remains a negative amongst this group also;
- In contrast to the external audiences, who see *maximises talent* as a relative strength for the Army, male and female Army personnel view this as a relative weakness;
- Female Army staff view *provides opportunity* as a relative strength to a greater extent than other audiences;

- While male and female Army staff are relatively neutral in relation to *behaves in a principled and ethical way*, this is regarded as a relative weakness among all external audiences;
- In contrast to the internal and the younger audiences, men and women who fall into the general population and parents samples view *develops transferable skills* as a relative strength;
- Unlike the other audiences, male and female Army personnel regard *is somewhere you can be proud of* as a relative strength.

### 5.2.3 The Army's purpose

Respondents were asked to suggest for each £100 the Army spends, how it should be split across the following:

- Training to fight wars;
- Training to protect the nation;
- Training to provide public reassurance at home;
- Training to undertake humanitarian and disaster relief work.

Key differences by gender are:

- Male and female Army personnel allocate approximately equal spend to *training to fight wars* and *training to protect the nation*;
- Men and women who fall into the general population and parent samples allocate the highest spend to *training to protect the nation*;
- Male and females aged 18 to 24 allocate approximately equal spend to *training to protect the nation* and *training to undertake humanitarian and disaster relief work*.

### 5.2.4 Strapline preference

Gender differences in strapline preference are outlined below:

- Male Army personnel and men in the general population and parent samples are relatively evenly split between *Army. Be the best* and *Your nation. Your Army. Your career*;
- Female Army personnel are relatively evenly split between *Inspire. Develop. Succeed* and *Army. Be the best*;
- Females in the general population and parent samples show a clear preference for *Your nation. Your Army. Your career*;
- 18 to 24 year old males show a preference for *Inspire. Develop. Succeed*;
- 18 to 24 year old females are relatively evenly split between *Inspire. Develop. Succeed* and *Your nation. Your Army. Your career*.

## 5.3 Ethnicity

### 5.3.1 Importance of values/attributes

Views as to what is important in making somewhere a great place to work are largely consistent by ethnicity, with the following exceptions:

- BME respondents who fall into the general population and parent samples regard *is a close knit team, that develops strong bonds* as less important than other audiences;

- *Encourages leadership* is more important for White and BME Army personnel than for other audiences.

### 5.3.2 Relative strengths and weaknesses of the Army

The relative strengths and weaknesses identified are also largely consistent by ethnicity, with the following exceptions:

- In contrast to the external audiences, who see *maximises talent* as a relative strength, White and BME Army personnel view this as a relative weakness;
- While White and BME Army staff are relatively neutral in relation to *behaves in a principled and ethical way*, this is regarded as a relative weakness among external White and BME audiences.

### 5.3.3 The Army's purpose

Respondents were asked to suggest for each £100 the Army spends, how it should be split across the following:

- Training to fight wars;
- Training to protect the nation;
- Training to provide public reassurance at home;
- Training to undertake humanitarian and disaster relief work.

Key differences by ethnicity are:

- White and BME Army personnel allocate approximately equal spend to *training to fight wars* and *training to protect the nation*;
- White respondents who fall into the general population and parent samples allocate the highest spend to *training to protect the nation*;
- BME respondents who fall into the general population and parent samples allocate approximately equal spend to *training to protect the nation* and *training to fight wars*;
- White and BME respondents aged 18 to 24 allocate approximately equal spend to *training to protect the nation* and *training to undertake humanitarian and disaster relief work*.

### 5.3.4 Strapline preference

Differences in strapline preference by ethnicity are outlined below:

- White Army personnel are relatively evenly split between *Army. Be the best* and *Your nation. Your Army. Your career*;
- BME Army personnel are relatively evenly split between *Army. Be the best* and *Inspire. Develop. Succeed*;
- White respondents in the general population and parent samples show a preference for *Your nation. Your Army. Your career*;
- BME respondents in the general population and parent samples are relatively evenly split between *Your nation. Your Army. Your career* and *Inspire. Develop. Succeed*;
- 18 to 24 year old White respondents are relatively evenly split between *Your nation. Your Army. Your career* and *Inspire. Develop. Succeed*;

- 18 to 24 year old BME respondents show a preference for *Inspire. Develop. Succeed.*

## 5.4 Educational aspiration

Respondents who were aged 18 to 24 were asked whether they were at university, planning to go to university, or neither.

Close to half (46%) were at university, a fifth (21%) were planning to go, and a third (33%) had neither been nor had plans to go to university.

### 5.4.1 Importance of values/attributes

Views as to what is important in making somewhere a great place to work are very consistent by educational aspiration.

### 5.4.2 Relative strengths and weaknesses of the Army

The relative strengths and weaknesses identified are also very consistent by educational aspiration, with the following exceptions:

- Those who are at or planning to go to university regard *values commitment and pulls together and rises to the challenge* as a relative strength to a greater extent than those with no university aspirations, but view *is successful* as a relative weakness to a greater extent than those with no university aspirations;
- Those currently at university view *is dynamic and always ready* as a relative strength to a greater extent than the other groups.

### 5.4.3 The Army's purpose

Respondents were asked to suggest for each £100 the Army spends, how it should be split across the following:

- Training to fight wars;
- Training to protect the nation;
- Training to provide public reassurance at home;
- Training to undertake humanitarian and disaster relief work.

Key differences by educational aspiration are:

- Those at university and those planning to go allocate approximately equal spend to *training to protect the nation* and *training to undertake humanitarian and disaster relief work*;
- Those not at/with no plans to go to university allocate the highest spend to *training to protect the nation*.

### 5.4.4 Strapline preference

While those planning to go to university and those not at/with no plans to go to university are most likely to pick *Inspire. Develop. Succeed*, those at university are relatively evenly split between this strapline and *Your nation. Your Army. Your career*.

## 5.5 Favourability towards the Army

### 5.5.1 Importance of values/attributes

Views as to what is important in making somewhere a great place to work are very consistent by favourability towards the Army.

### 5.5.2 Relative strengths and weaknesses of the Army

The relative strengths and weaknesses identified are also consistent by favourability towards the Army, with the following exceptions:

- While those aged 18 to 24 who are favourable towards the Army regard *treats people with respect* as a relative weakness, this is to a lesser extent than all other groups. This is also the only group for whom *empowers its people* is a relative strength;
- In contrast to the external audiences, who see *maximises talent* as a relative strength, Army personnel view this as a relative weakness regardless of whether they are favourable or not favourable towards the Army;
- For the external audiences who are not favourable towards the Army, the attributes identified as particular weaknesses relative to those who are favourable are *is trusted*, *is somewhere you can be proud of*, and *is inspiring*.

### 5.5.3 The Army's purpose

Respondents were asked to suggest for each £100 the Army spends, how it should be split across the following:

- Training to fight wars;
- Training to protect the nation;
- Training to provide public reassurance at home;
- Training to undertake humanitarian and disaster relief work.

Key differences by favourability towards the Army are:

- Army personnel who are favourable towards the Army allocate approximately equal spend to *training to fight wars* and *training to protect the nation*;
- Army personnel who are not favourable towards the Army allocate the highest spend to *training to protect the nation*;
- Those in the general population and parent samples allocate the highest spend to *training to protect the nation*, regardless of whether they are favourable or not favourable towards the Army;
- Those aged 18 to 24 who are favourable towards the Army allocate the highest spend to *training to protect the nation*, while those who are not favourable allocate the highest spend to *training to undertake humanitarian and disaster relief work*.

### 5.5.4 Strapline preference

Differences in strapline preference by favourability towards the Army are outlined below:

## Discussion of differences by demographic/attitudinal variables

- Army personnel are relatively evenly split between *Army. Be the best* and *Your nation. Your Army. Your career*, regardless of whether they are favourable or not favourable towards the Army;
- Respondents in the general population and parent samples show a preference for *Your nation. Your Army. Your career* whether they are favourable or not favourable towards the Army;
- 18 to 24 year olds who are favourable towards the Army are evenly split between *Army. Be the best, Your nation. Your Army. Your career* and *Inspire. Develop. Succeed*;
- 18 to 24 year olds who are not favourable towards the Army show a preference for *Inspire. Develop. Succeed*.

## 6 Appendix 1: Qualitative topic guide

### 1. Explanation (5 minutes)

- **Objective:** to ensure compliance with MODREC and MRS code of conduct, ensure anonymity is understood, set the ground rules for behaviour and participation.
- Welcome respondents and thank them for agreeing to take part in the discussion.
- Moderator to introduce themselves and BMG Research, independent research body; introduce observers from MoD.
- Explain research aims to understand the key factors that attract or turn people off from certain organisations or brands. We'll tell you more about our client and their research aims and what the research will be used for later on in the group.
- Confidentiality and consent: All information you provide will be treated confidentially. We will not identify any individuals or disclose the personal details of those who take part. Your responses will be treated in the strictest confidence as observed by standards determined by the Market Research Society. Your details will only be provided to third parties if we are required to do so by law.
  - You do not have to take part in this research. Participation is voluntary and you can withdraw your consent to take part at any time.
  - Views stated are not attributable to individuals and the more open and honest you can be the better.
  - Quotes from the discussions may be used in the research report as a way of bringing the findings to life. However these quotes would not identify any individual. This is in line with the Market Research Society Code of Conduct.
  - There are no right or wrong answers: it's just your views or opinions that count. What you don't know is as important as what you do know.
  - Please ensure that you respect others' views and opinions and don't talk over each other.
- We would like to audio-record the discussion for the purposes of accurately capturing all the information you share with us. The audio will be used for analysis purposes only and will not be shared with anyone outside of BMG Research. All recordings will be securely destroyed on completion of this study.

### 2. Introductions (5 minutes)

- **Objectives:** to establish personal motivations amongst the group, understand trade-offs, initiate aspirational thought in respondents.
- We will start with some quick introductions. Please can we go around the group and everyone introduce themselves, including:
  - First name
  - What doing at moment (type of course/employment)
  - Hopes/plans for future employment/career, life in general...
    - What matters most; what are you trading off and why?

### 3. What makes a brand inspiring or attractive? (10 minutes)

- **Objectives:** Continue to steer thinking towards values and brands, unprompted thoughts on what matters/comes to mind when considering a brand.
- Hand out a sheet with logos of leading brands

- Ask them, as a group – by show of hands - to pick top 2/3 most attractive or inspiring brands
- Why are they attractive/inspiring?
- As a group, come up with 5 words they most associate with these brands, which make them attractive/inspiring
- As a group, are there any other brands that we haven't shown that you find inspiring or attractive and why? 5 key words.
- Agree on one top brand (for future discussion, below).

#### 4. Hand out sheet showing Army brand and competitor set. (15 minutes)

- Hand out a sheet with logos of Army and competitor set
- As a group, pick top 2/3 most attractive or inspiring brands – by show of hands.
- Why are they? Give 5 words they most associate with these brands.
- Are you thinking about the same words as you used earlier or different words?
- Are there any other similar brands that we haven't shown that, as a group, you find inspiring or attractive and why? 5 key words.
- Agree on one top brand (for discussion, below)

#### 5. Hand out list of 15 words (20 minutes)

- Are there any words here that particularly appeal to you, in terms of what makes a brand attractive/inspiring? Why
- And any that you don't understand?
- Are there any that are a real turn off? Why
- Go through each word (shuffle in groups)...
  - What does this word mean to you (link back to any similar mentioned in earlier exercises)
  - Thinking about the two brands that you just identified as inspiring, does this word describe why you find both/just one/neither of these organisations inspiring/attractive? Why/why not?

#### 6. Army brand and words (20 minutes)

- What values and attributes resonate and why?
- Are they credible?
- What does the Army need to do to be credible?
- Do you think the Army could this (what is needed to be credible)?
- Are there any of these 15 words that really chime/fit in with what you feel about the Army? *If they ask us to distinguish between employer and purpose, say 'as a brand'.* Why?
- And are there any that really don't fit with how you feel about the Army as a brand?
  - Why did they chime with other brands you talked about, but not the Army?
  - What would the Army need to do, what should it be, for these to chime/fit in in the same way as with x brand?
  - Do you think the Army could do [*what respondents suggest*], so these words would apply to it in the future? Why/not?
- Finally, I want you to look at the sheet again and think about the Army as a potential employer – if not for yourself, for a friend or family member...

## British Army branding research

- Are there any words here that really chime/fit in with what you feel about the Army as an employer? Why?
- Focus on a few words that were not selected... What would the Army need to do, what should it be, for these to ring true in the same way as it did with x brand?

## **Sum up and End**

## 7 Appendix 2: Quantitative questionnaire

1 Different people look for different things when choosing jobs and potential employers. Thinking now about the kind of organisation in which you might want to work, which of the following is most important in making an organisation a great place to work, and which is least important:

**MAXDIFF**

Promotes development

Promotes learning

Enables personal transformation

Provides opportunity

Encourages leadership

Builds confidence

Develops transferable skills

Behaves in a principled and ethical way

Is open, honest and transparent

Is trusted

Is a close knit team, that develops strong bonds

Values bravery/courage

Is Inspiring

Pulls together and rises to the challenge

Values determination

Values commitment

Is caring

Treats people with respect

Maximises talent; ensures individuals reach their full potential

Has strong history/heritage

Is somewhere you can be proud of

Adapts and Innovates

Is dynamic and always ready

Is successful

Is connected to its community

Is efficient

2 Which, if any, of the following organisations do you think ....? **FOR EACH STATEMENT BELOW.** Please tick as many or as few as you feel this applies to.

**ROTATE ORDER OF STATEMENTS AND ORGANISATIONS**

- NHS
- Army
- Royal Air Force
- Your local Council
- Apple

Promotes development

Promotes learning

Enables personal transformation

Provides opportunity

Encourages leadership

Builds confidence

Develops transferable skills

Behaves in a principled and ethical way

Is open, honest and transparent

Is trusted

Is a close knit team, that develops strong bonds

Values bravery/courage

Is Inspiring

Pulls together and rises to the challenge

Values determination

Values commitment

Is caring

Treats people with respect

Maximises talent; ensures individuals reach their full potential

Has strong history/heritage

Is somewhere you can be proud of

Adapts

Is dynamic and always ready

Is successful

Is connected to its community

Is efficient

Innovates

Is familiar to people

Empowers its people

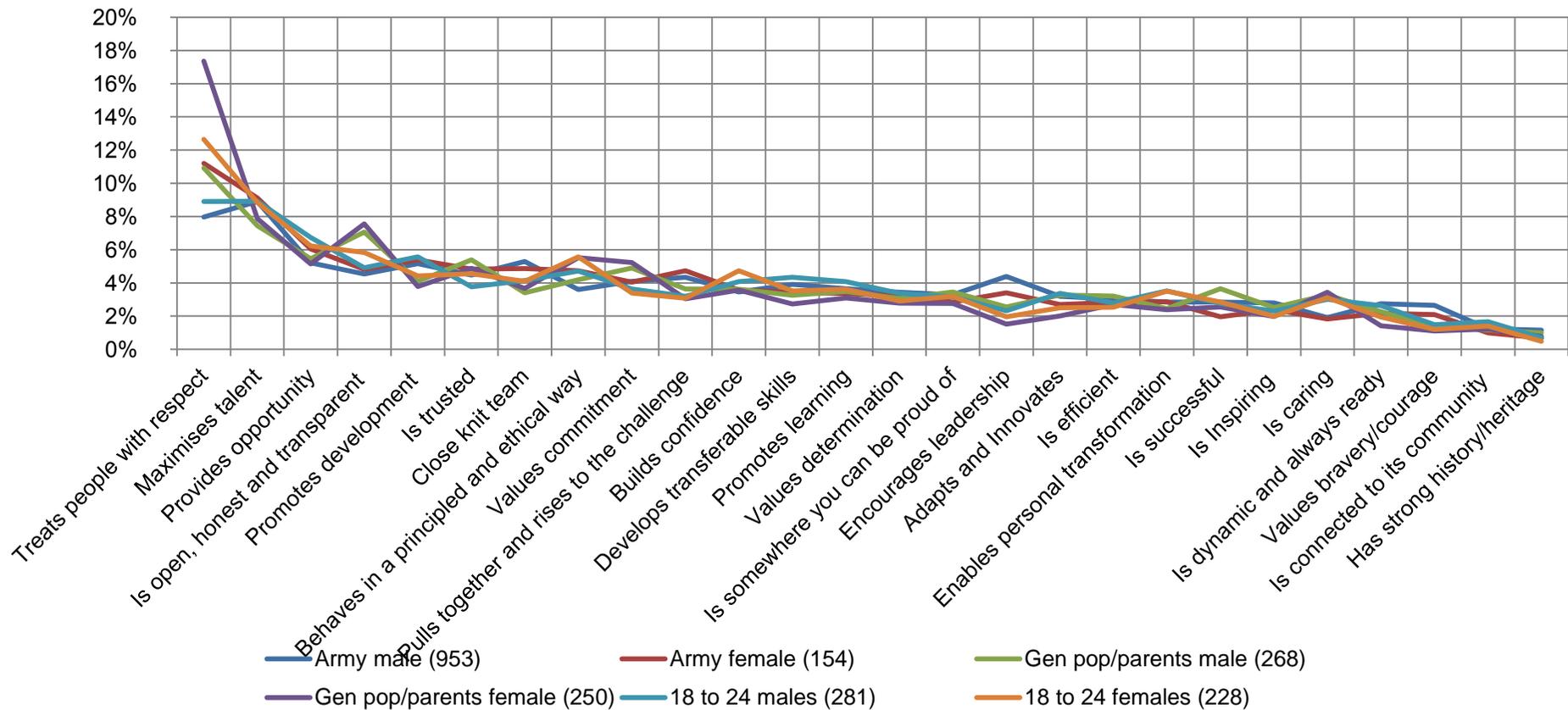
|   |   |
|---|---|
| 3 | <p>For each £100 the Army spends, how should it be split across the following list below</p> <p>Training to Fight Wars</p> <p>Training to protect the nation</p> <p>Training to provide public reassurance at home</p> <p>Training to undertaking humanitarian and disaster relief work</p>   |
| 4 | <p>Which, if any, of the following organisations do you think [<b>FOR EACH OF STATEMENTS BELOW</b>]. Please tick as many or as few as you feel this applies to.</p> <p><b>ROTATE ORDER OF STATEMENTS AND ORGANISATIONS</b></p> <ul style="list-style-type: none"> <li>▪ Army</li> <li>▪ Navy</li> <li>▪ Royal Air Force</li> <li>▪ Police</li> </ul> <p>Fights wars</p> <p>Protects the nation</p> <p>Provides public reassurance at home</p> <p>Undertakes humanitarian and disaster relief work</p>   |
| 5 | <p>Please indicate how well you feel you know the following organisations. In making your choice, please take in to account all of the ways in which you have learned or heard about it.</p> <p><b>ROTATE ORDER OF SCALE AND ORGANISATIONS</b></p> <ul style="list-style-type: none"> <li>▪ NHS</li> <li>▪ Army</li> <li>▪ Royal Air Force</li> <li>▪ Your local council</li> <li>▪ Apple</li> </ul> <p>Know very well</p> <p>Know a fair amount</p> <p>Know just a little</p> <p>Heard of, know almost nothing about</p> <p>Never heard of</p> <p>Don't know</p> |
| 6 | <p>Now please indicate how favourable or unfavourable your overall opinion or impression is of each organisations. Again please take into account any of the things which you think are important. Remember that it is your overall opinion or impression that we are interested in.</p> <p><b>ROTATE ORDER AND ORGANISATIONS</b></p> <ul style="list-style-type: none"> <li>▪ NHS</li> <li>▪ Army</li> <li>▪ Royal Air Force</li> <li>▪ Your local council</li> <li>▪ Apple</li> </ul> <p>Is your opinion...</p> <p>Very favourable</p>                          |

|   |   |
|---|---|
|   | Mainly favourable<br>Neither favourable nor unfavourable<br>Mainly unfavourable<br>Very unfavourable<br>Don't know  |
| 7 | Considering what is important to you regarding the Army, which of the following most inspires you when thinking about the Army? <b>SELECT ONE</b> <ol style="list-style-type: none"><li>1. Inspire. Develop. Succeed</li><li>2. A better Army, inspired by you</li><li>3. Your nation. Your Army. Your career</li><li>4. We heard a country calling. So we answered</li><li>5. Army. Be the best</li><li>6. Dare to be better</li></ol> |

## 8 Appendix 3: supporting data

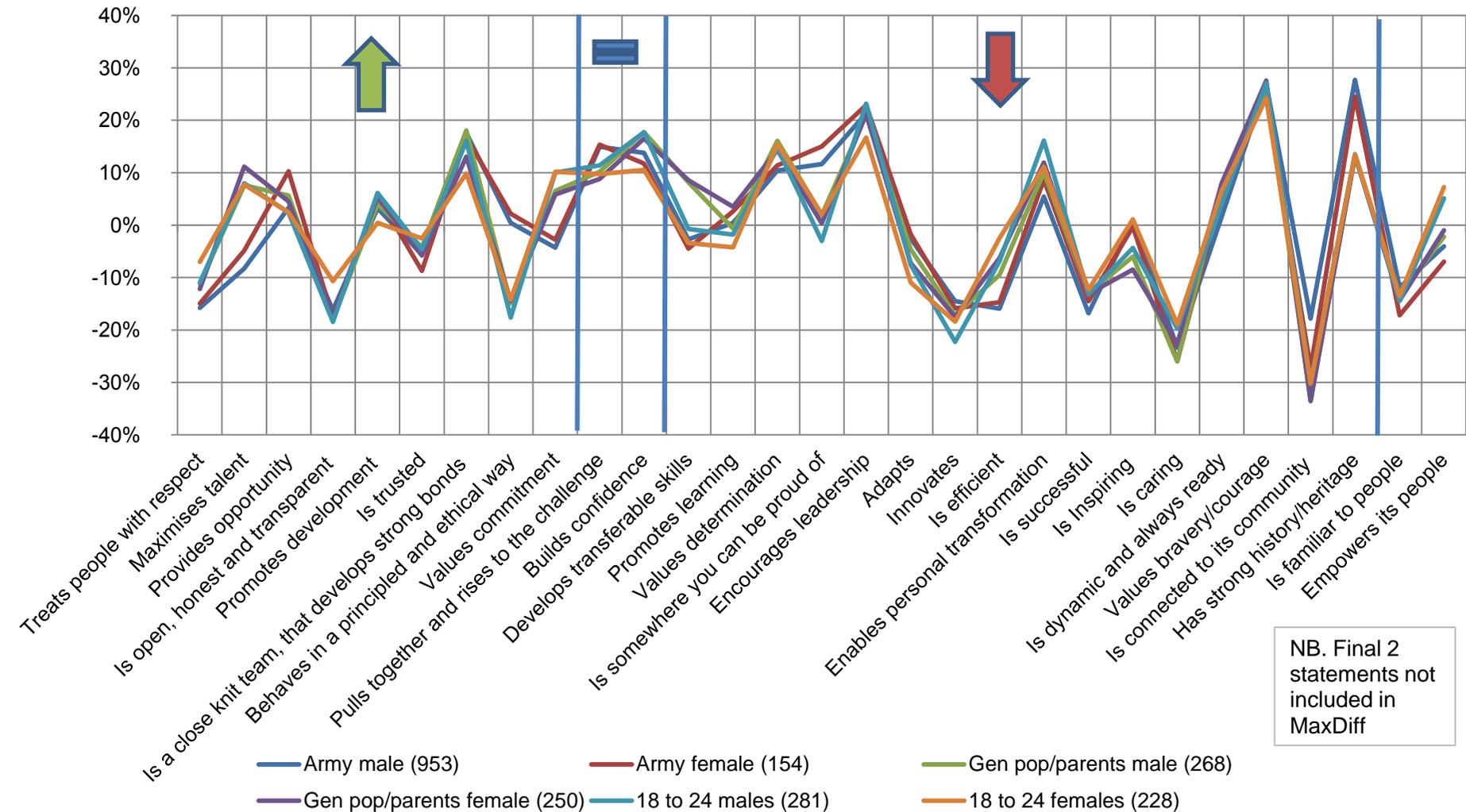
### 8.1 Gender

Figure 15: Ranking of importance by key audiences by gender



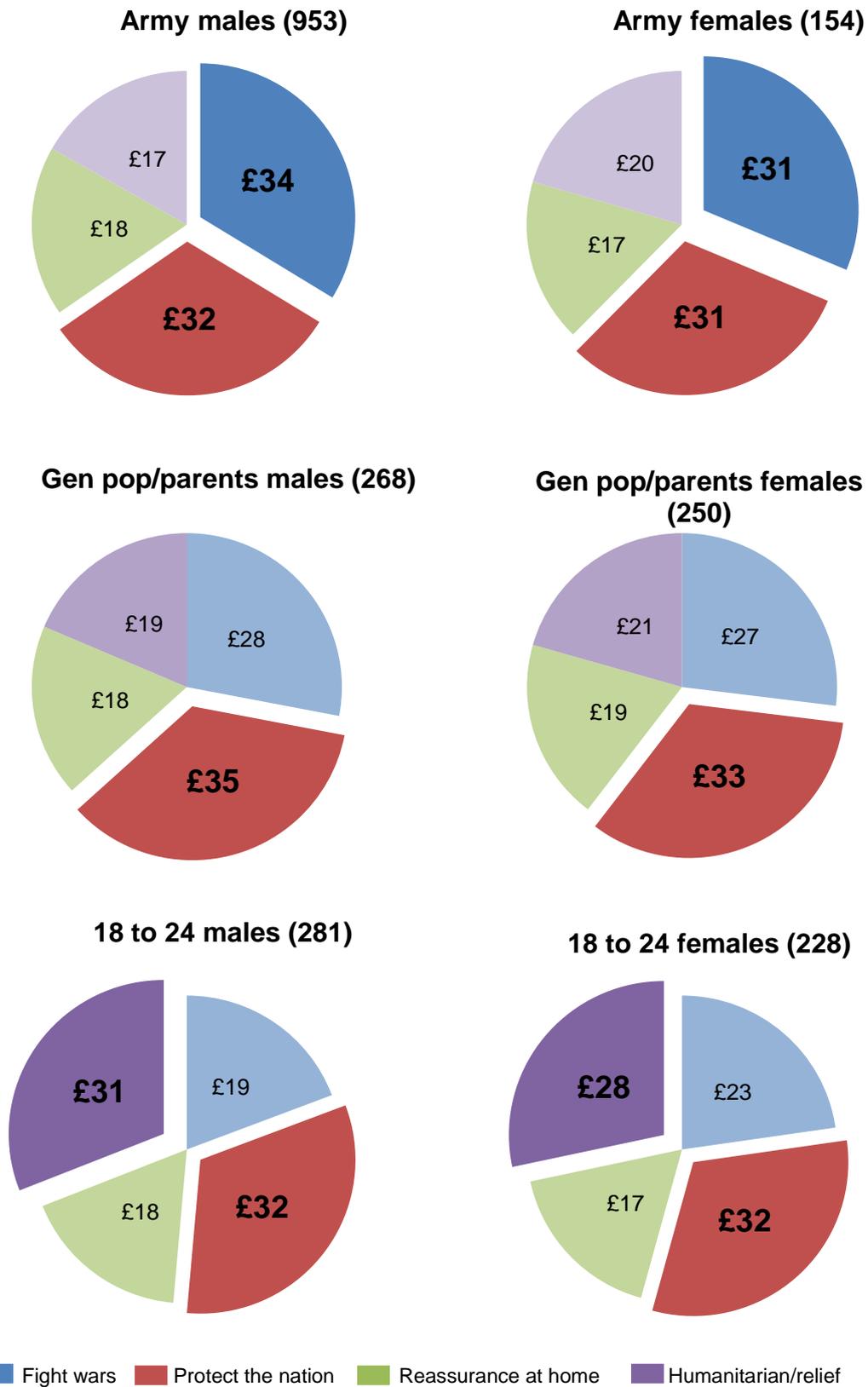
Q: Can you tell us which item you think is most important in making an organisation a great place to work, and which is least important.  
 Sample bases in parentheses

Figure 16: Deviations from expected endorsement of the Army against values/attributes amongst key audiences by gender



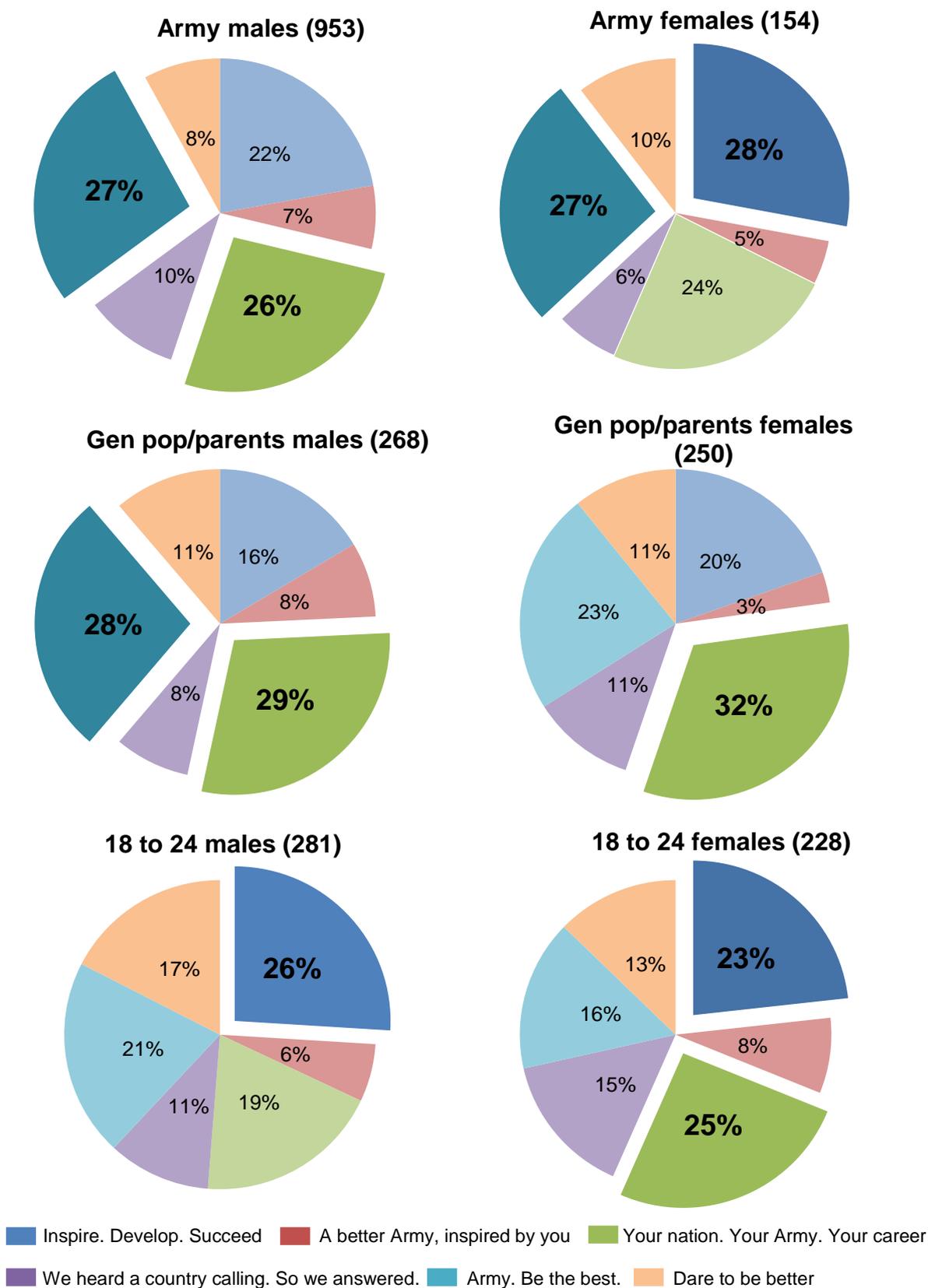
Q: Which, if any, of the following organisations do you think...?  
 Sample bases in parentheses

Figure 17: Allocation of £100 for training by key audiences by gender



Q: For each £100 the Army spends, how should it be split across the following...?  
 Sample bases in parentheses

Figure 18: Strapline preference by key audiences by gender

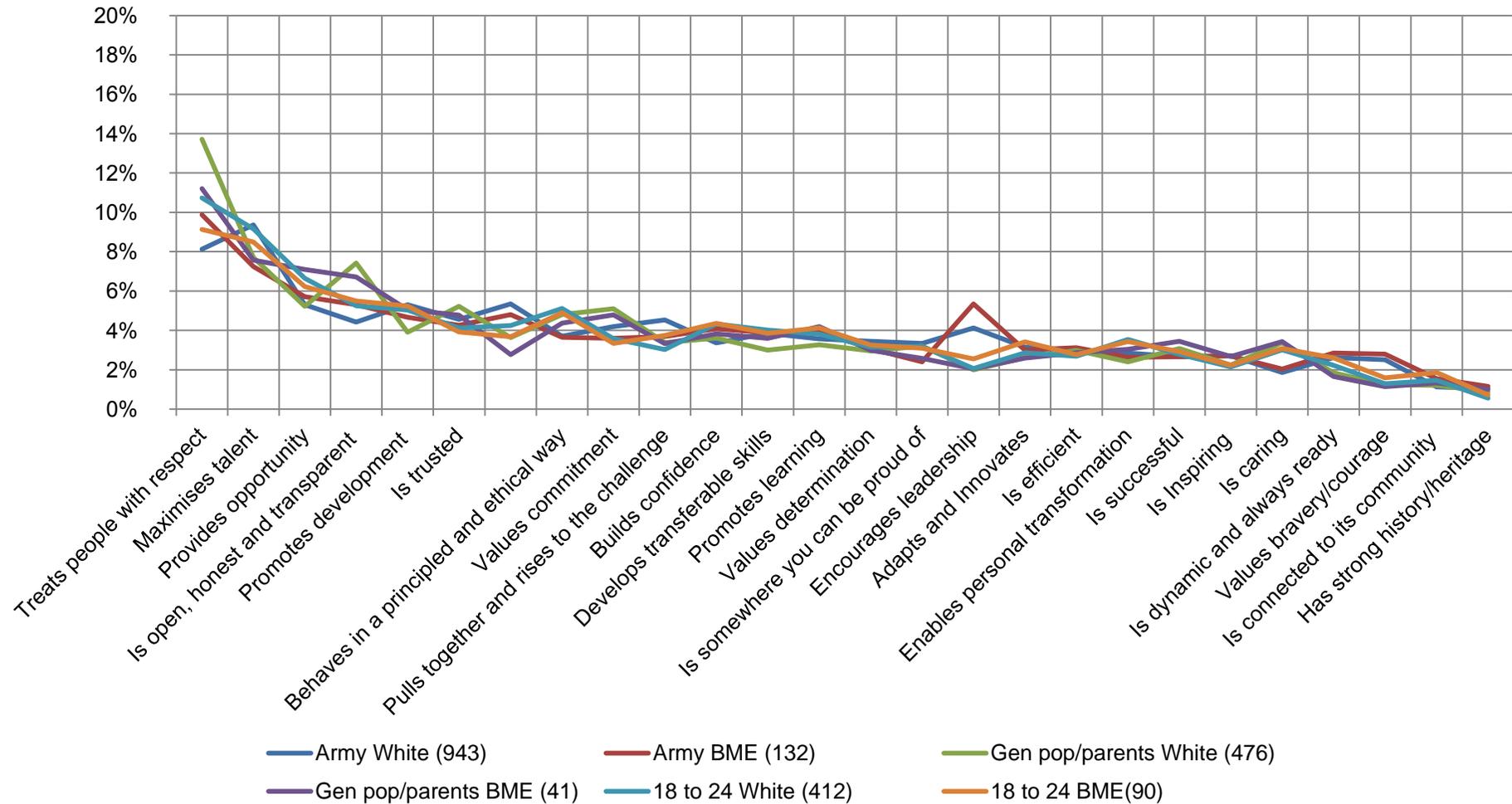


Q: Considering what is important to you regarding the Army, which of the following most inspires you when thinking about the Army?

Sample bases in parentheses

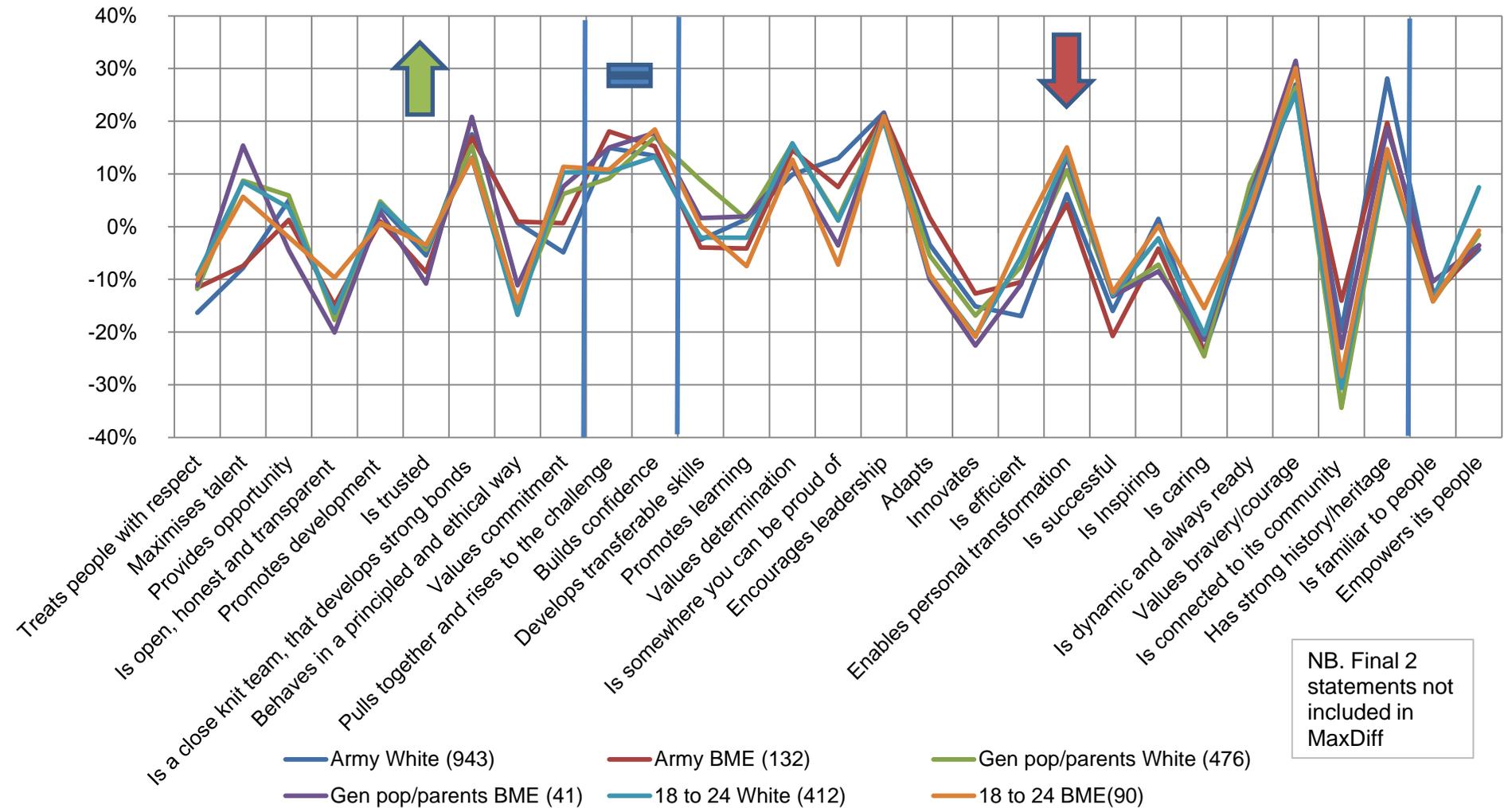
## 8.2 Ethnicity

Figure 19: Ranking of importance by key audience by ethnicity



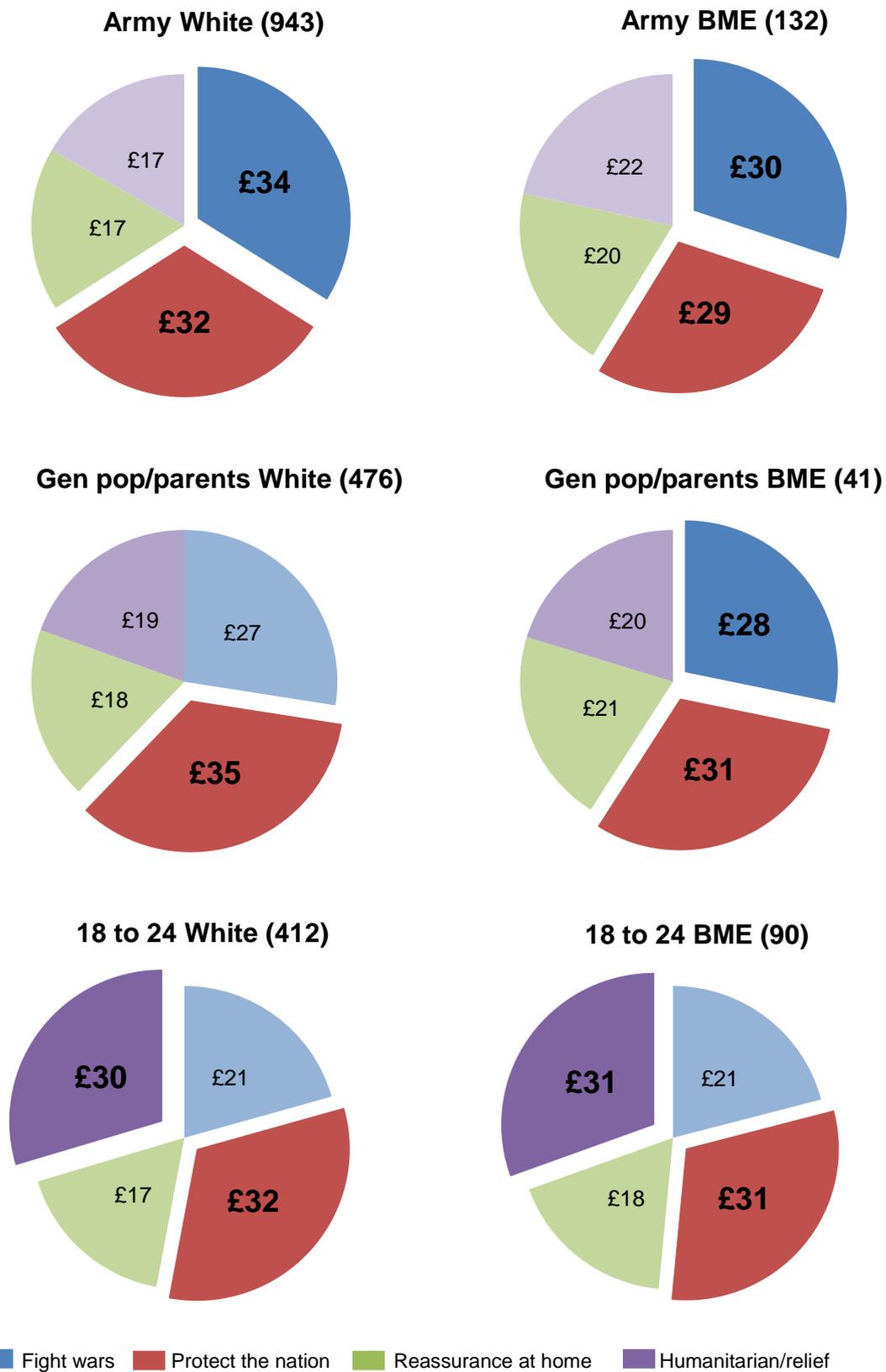
Q: Can you tell us which item you think is most important in making an organisation a great place to work, and which is least important.  
 Sample bases in parentheses

Figure 20: Deviations from expected endorsement of the Army against values/attributes amongst key audiences by ethnicity



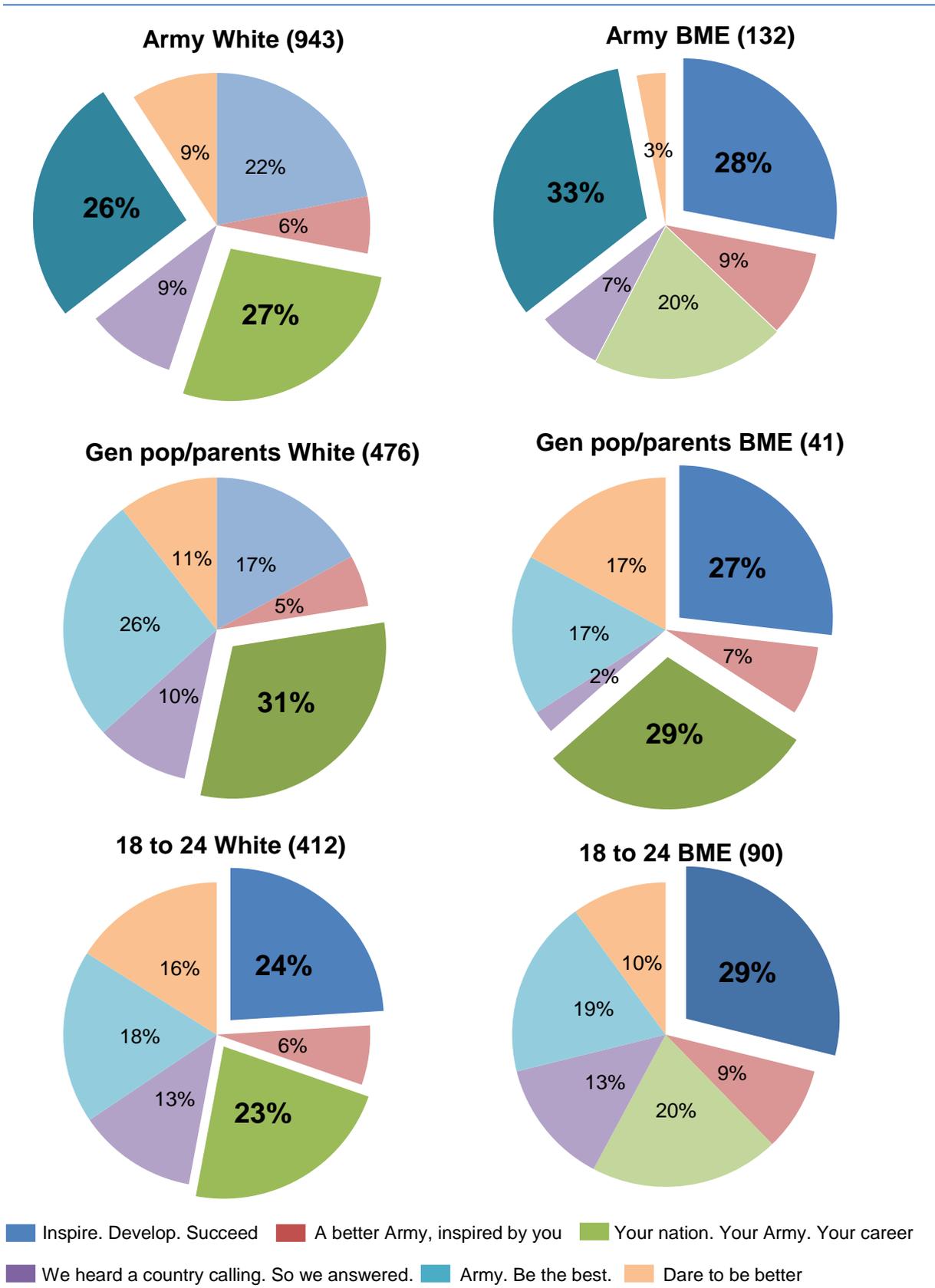
Q: Which, if any, of the following organisations do you think...?  
 Sample bases in parentheses

Figure 21: Allocation of £100 for training by key audiences by ethnicity



Q: For each £100 the Army spends, how should it be split across the following...?  
 Sample bases in parentheses

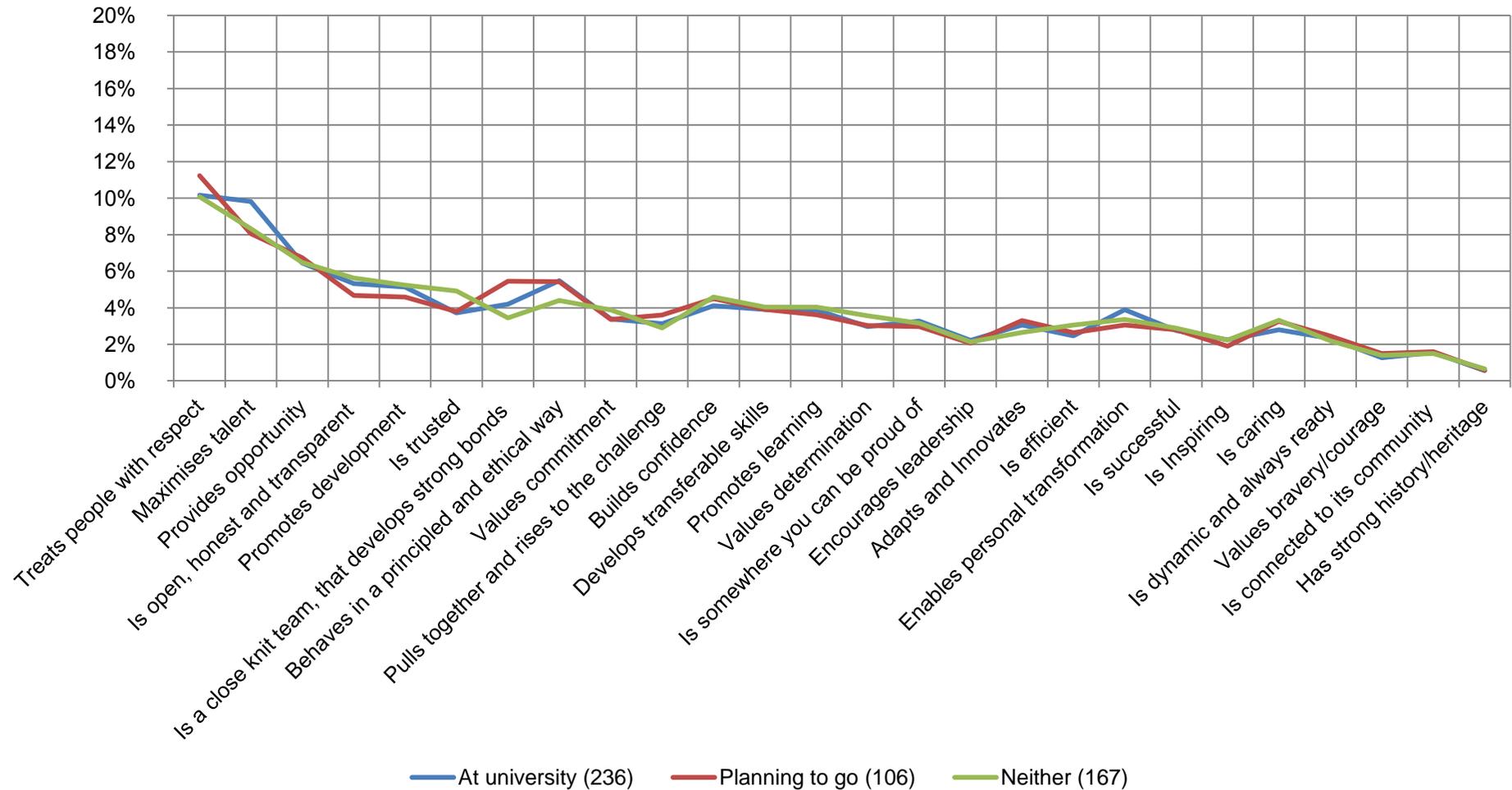
Figure 22: Strapline preference by key audiences by ethnicity



Q: Considering what is important to you regarding the Army, which of the following most inspires you when thinking about the Army?  
 Sample bases in parentheses

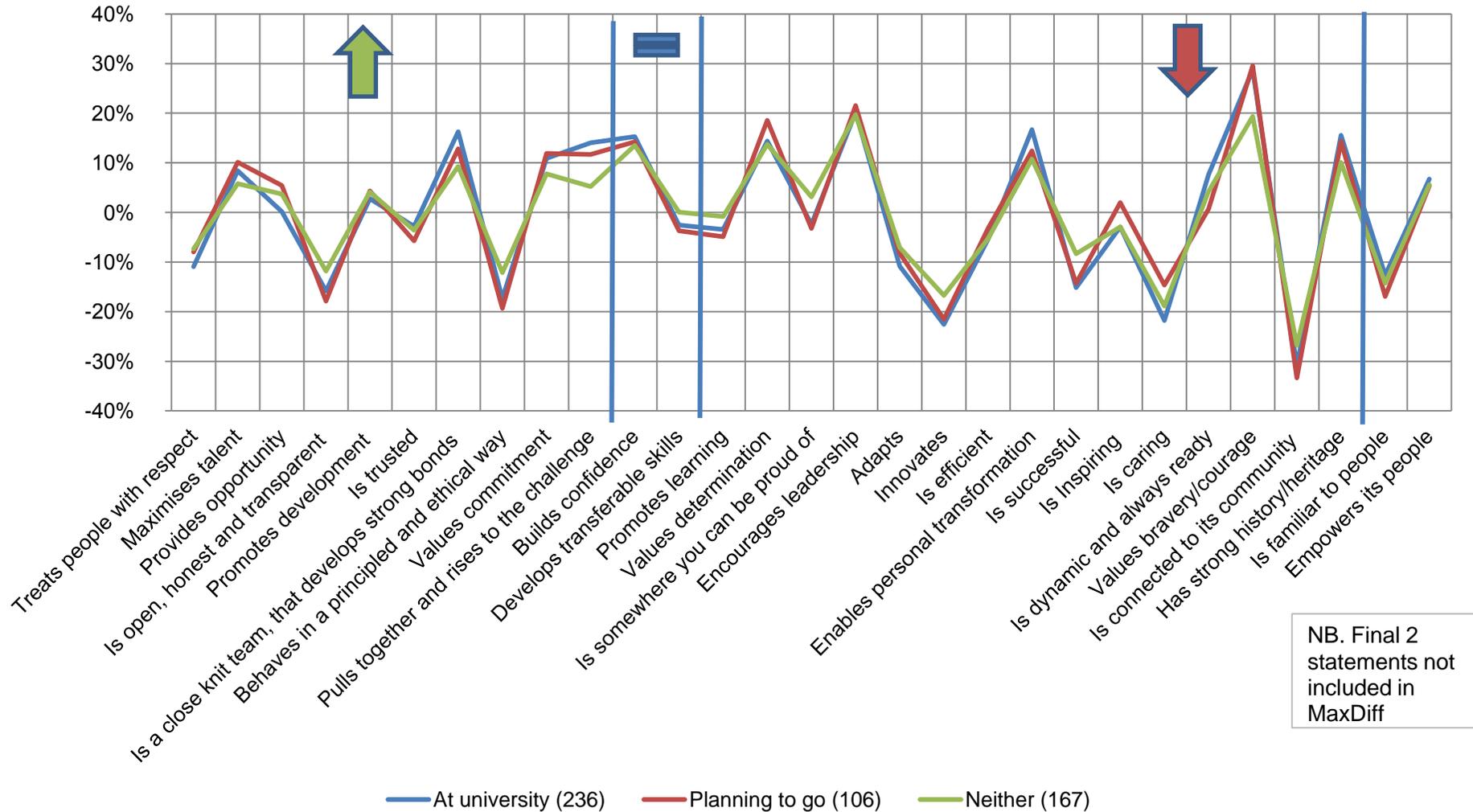
### 8.3 Educational aspiration

Figure 23: Ranking of importance by key audience by educational aspiration



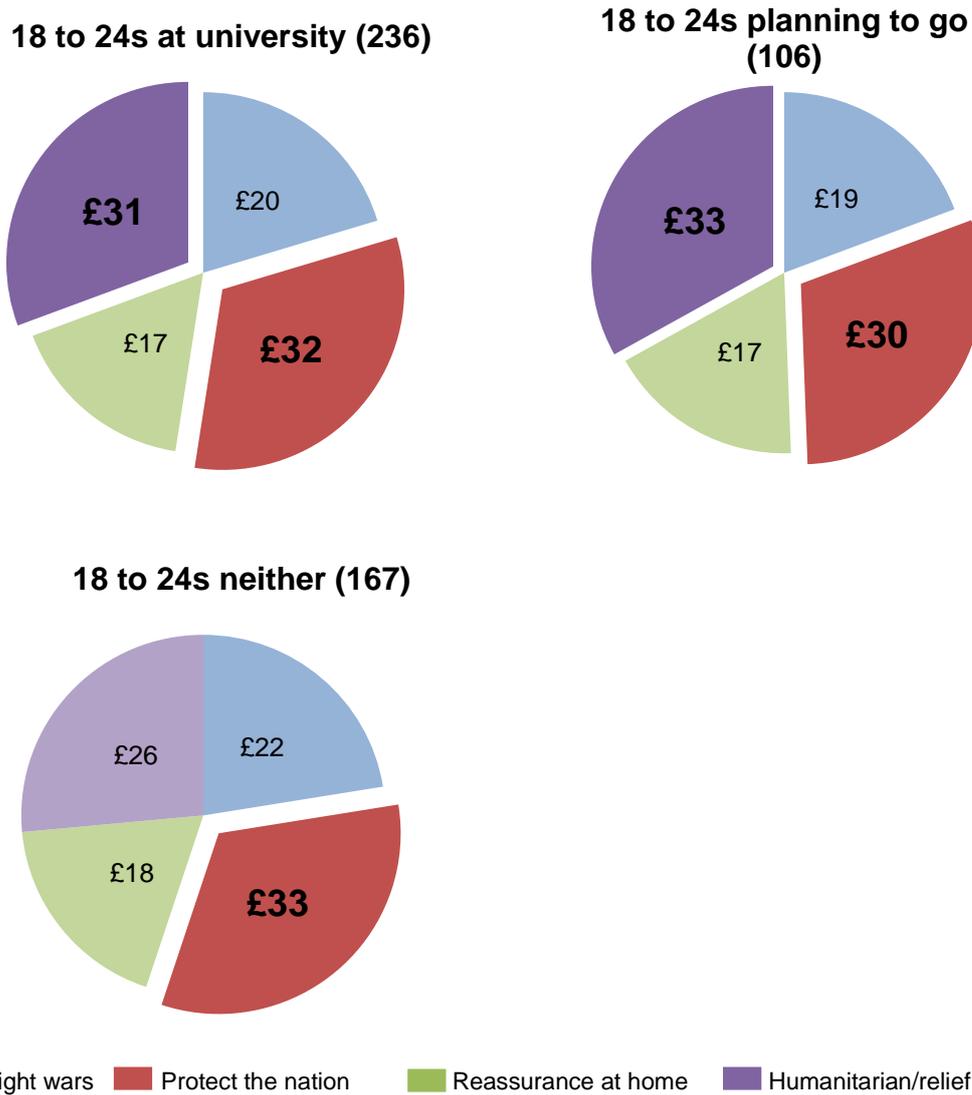
Q: Can you tell us which item you think is most important in making an organisation a great place to work, and which is least important.  
 Sample bases in parentheses

**Figure 24: Deviations from expected endorsement of the Army against values/attributes amongst key audiences by educational aspiration**



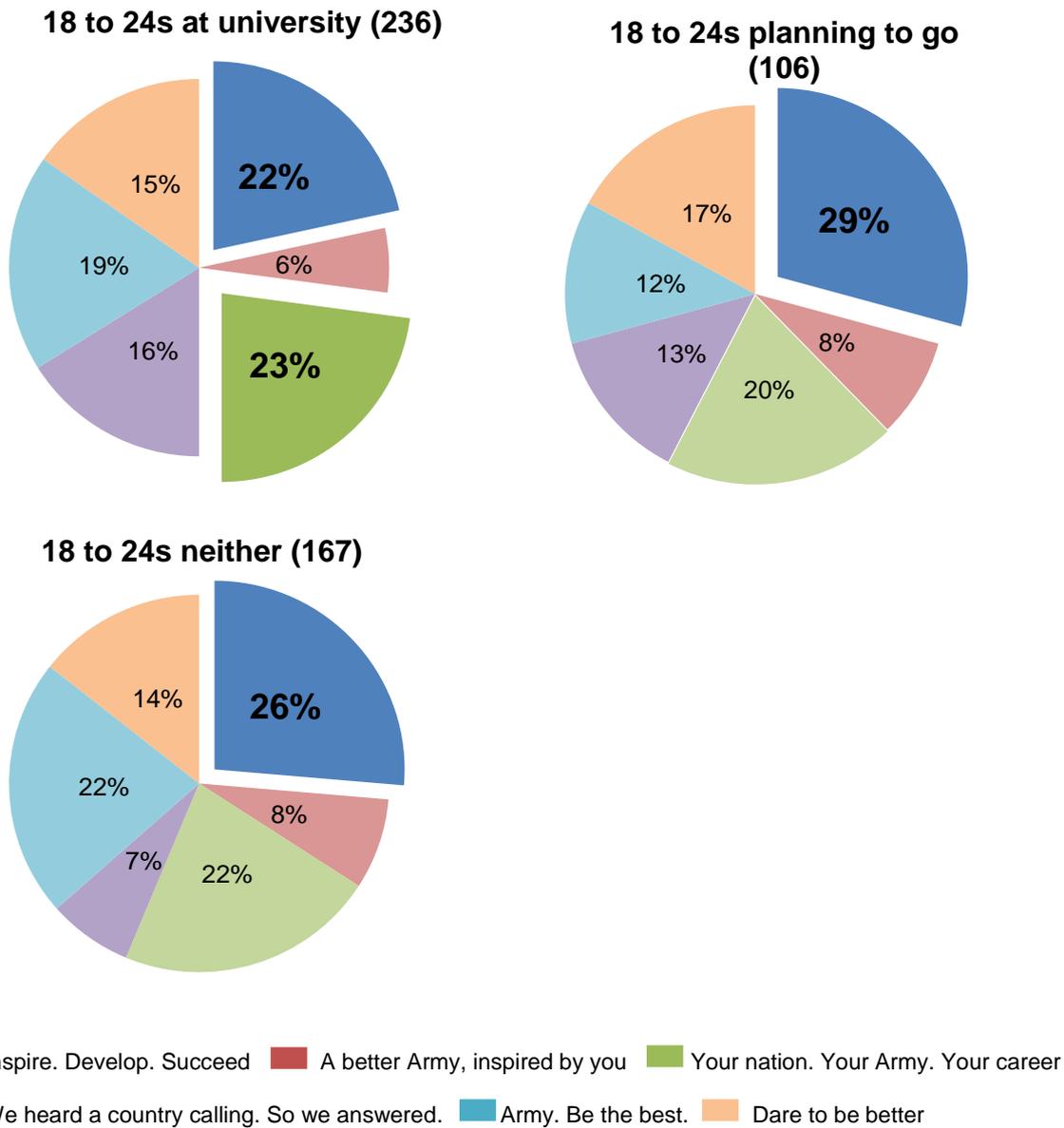
Q: Which, if any, of the following organisations do you think...?  
 Sample bases in parentheses

Figure 25: Allocation of £100 for training by key audiences by educational aspiration



Q: For each £100 the Army spends, how should it be split across the following...?  
 Sample bases in parentheses

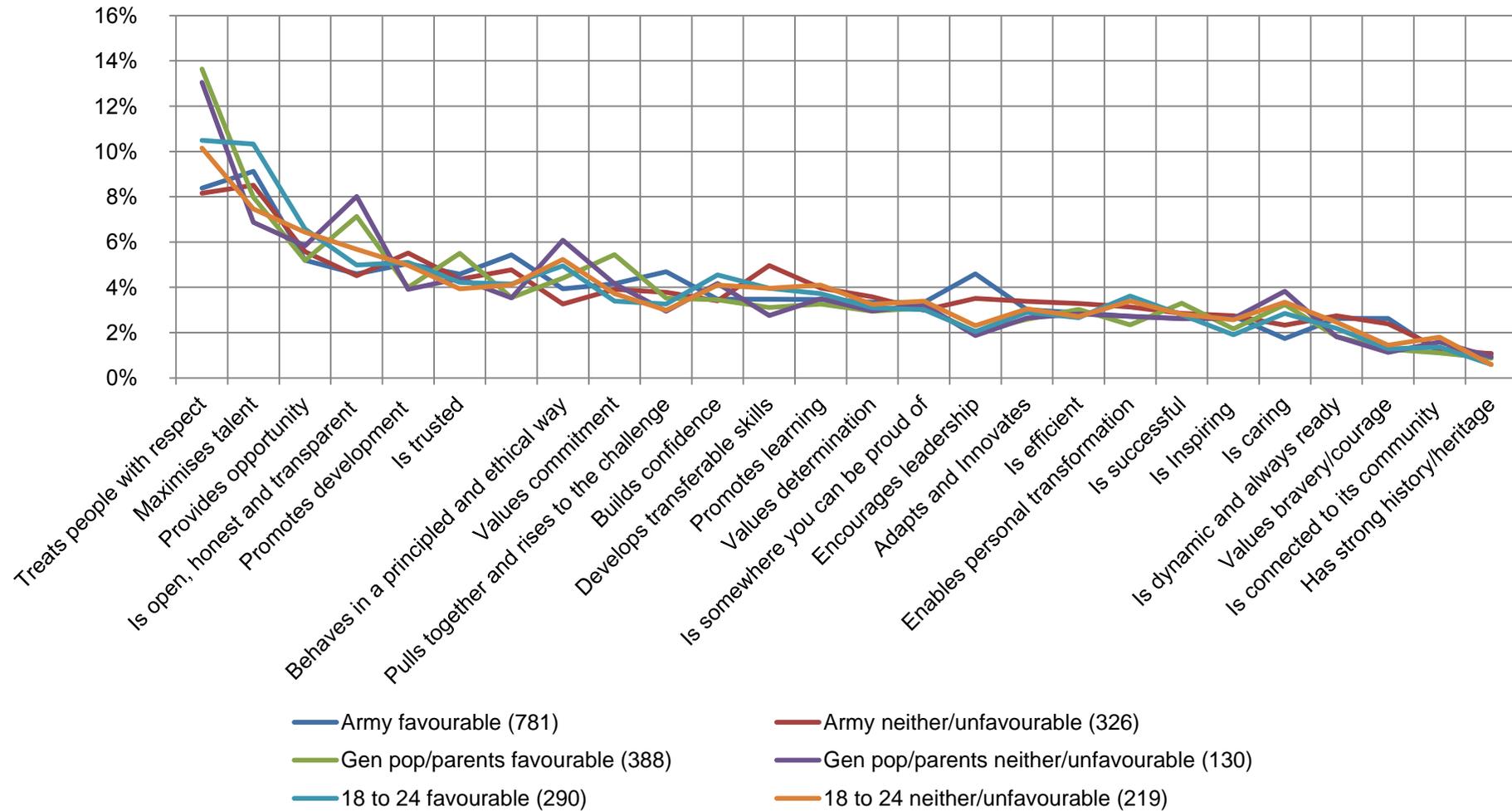
Figure 26: Strapline preference by key audiences by educational aspiration



Q: Considering what is important to you regarding the Army, which of the following most inspires you when thinking about the Army?  
 Sample bases in parentheses

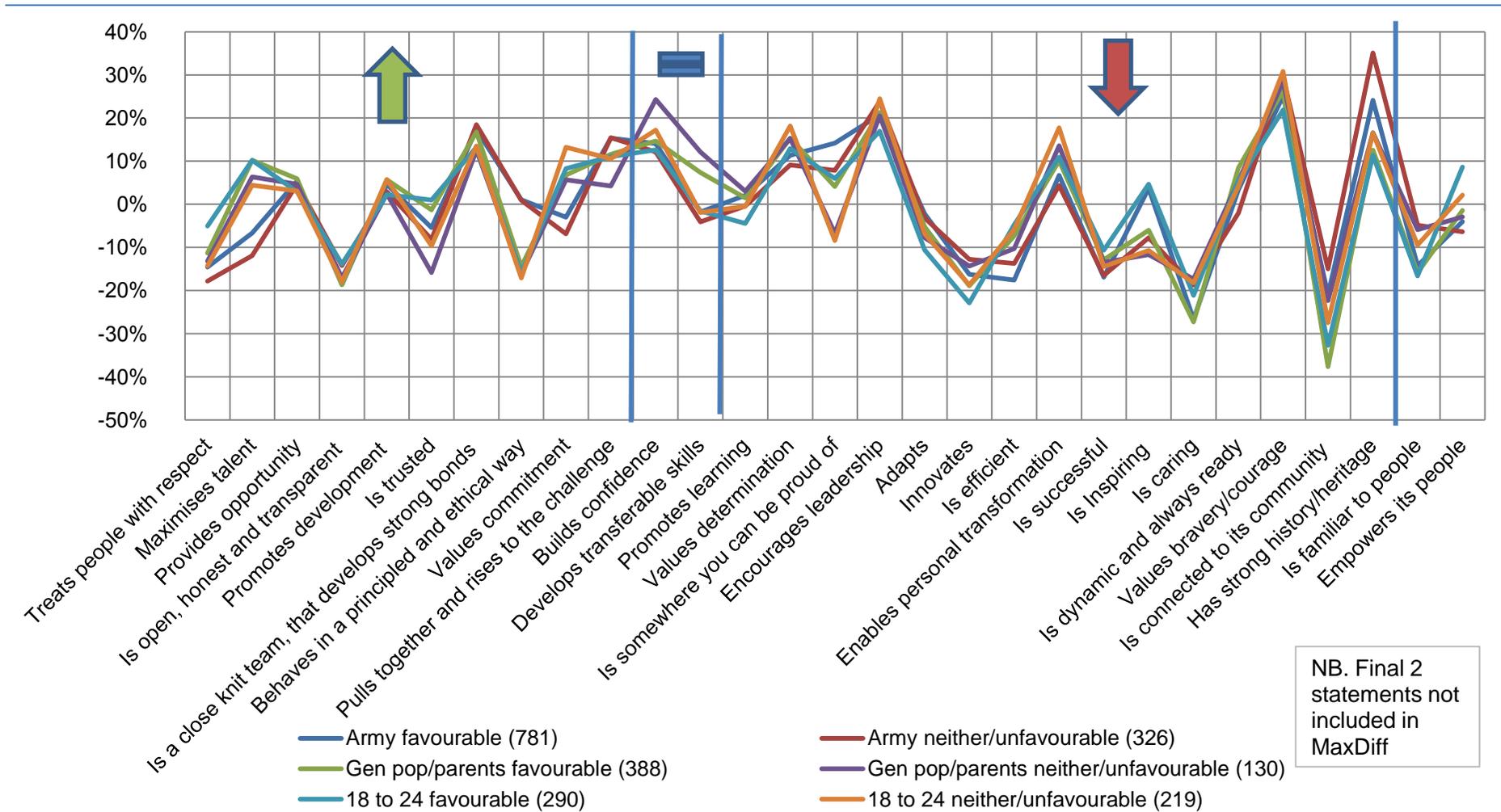
### 8.4 Favourability towards the Army

Figure 27: Ranking of importance by key audience by favourability towards the Army



Q: Can you tell us which item you think is most important in making an organisation a great place to work, and which is least important.  
 Sample bases in parentheses

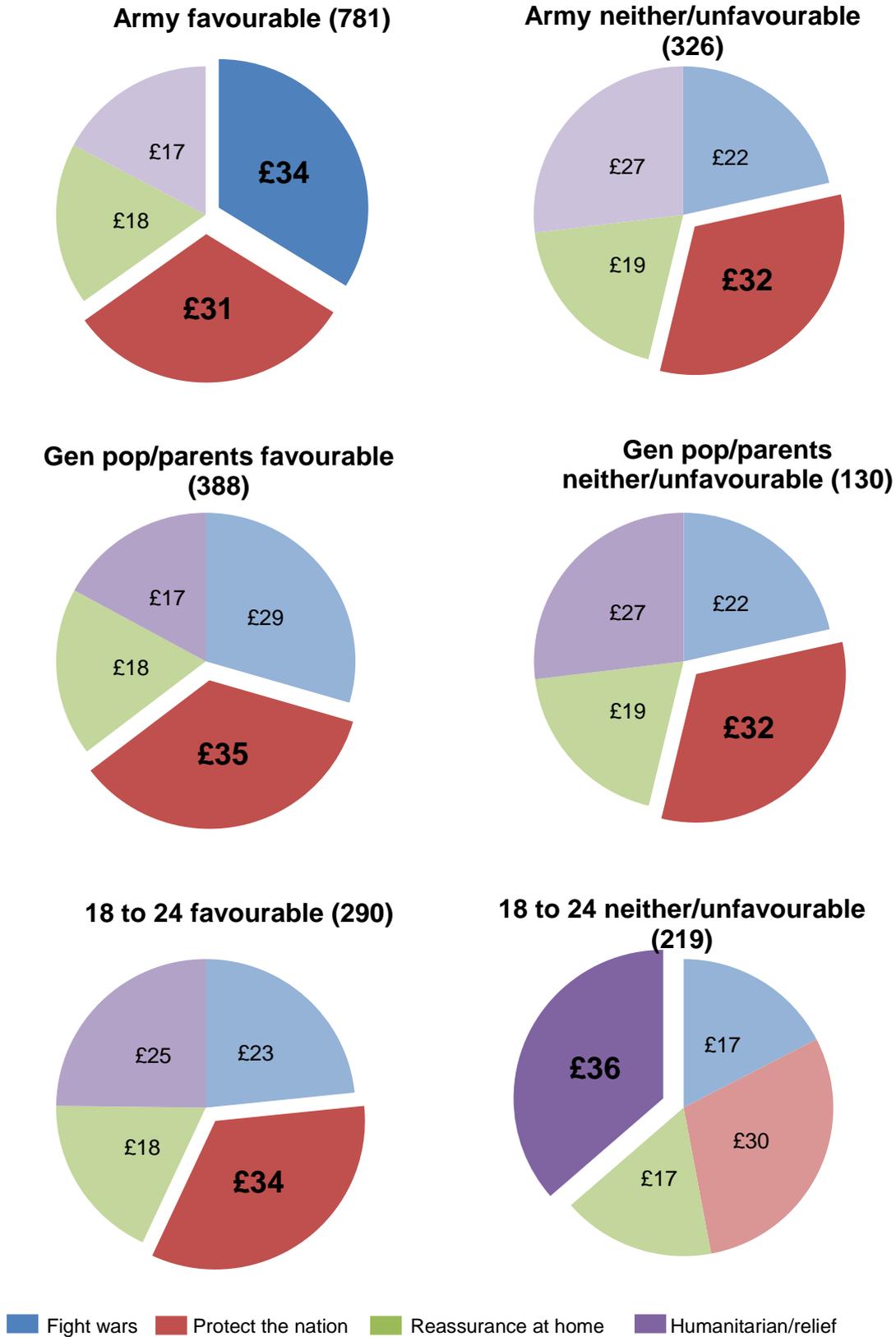
**Figure 28: Deviations from expected endorsement of the Army against values/attributes amongst key audiences by favourability towards the Army**



NB. Final 2 statements not included in MaxDiff

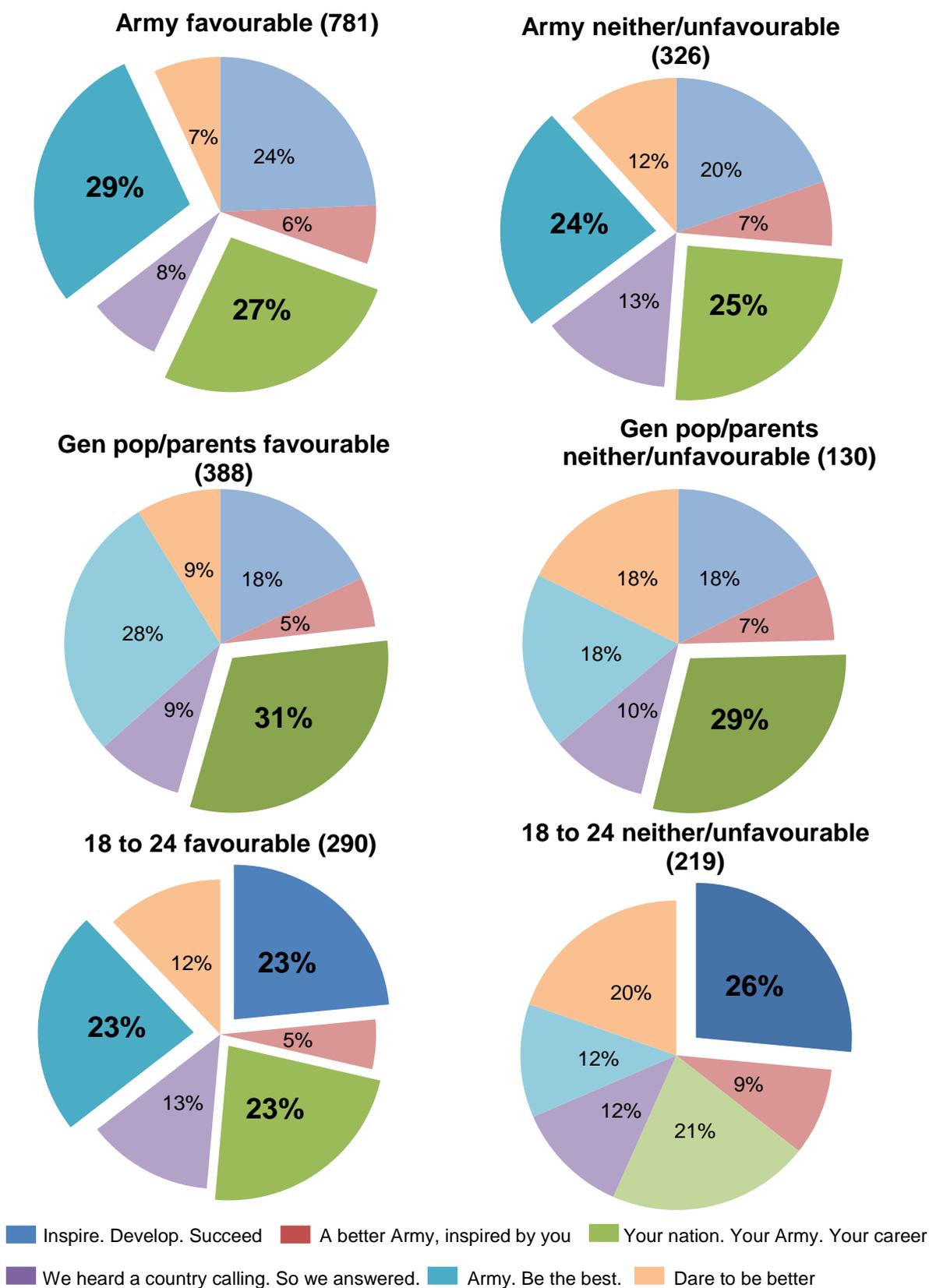
Q: Which, if any, of the following organisations do you think...?  
 Sample bases in parentheses

**Figure 29: Allocation of £100 for training by key audiences by favourability towards the Army**



Q: For each £100 the Army spends, how should it be split across the following...?  
 Sample bases in parentheses

Figure 30: Strapline preference by key audiences by favourability towards the Army



Q: Considering what is important to you regarding the Army, which of the following most inspires you when thinking about the Army?

Sample bases in parentheses

## Appendix: Statement of Terms

### **Compliance with International Standards**

BMG complies with the International Standard for Quality Management Systems requirements (ISO 9001:2008) and the International Standard for Market, opinion and social research service requirements (ISO 20252:2012) and The International Standard for Information Security Management ISO 27001:2013.

### **Interpretation and publication of results**

The interpretation of the results as reported in this document pertain to the research problem and are supported by the empirical findings of this research project and, where applicable, by other data. These interpretations and recommendations are based on empirical findings and are distinguishable from personal views and opinions.

BMG will not be publish any part of these results without the written and informed consent of the client.

### **Ethical practice**

BMG promotes ethical practice in research: We conduct our work responsibly and in light of the legal and moral codes of society.

We have a responsibility to maintain high scientific standards in the methods employed in the collection and dissemination of data, in the impartial assessment and dissemination of findings and in the maintenance of standards commensurate with professional integrity.

We recognise we have a duty of care to all those undertaking and participating in research and strive to protect subjects from undue harm arising as a consequence of their participation in research. This requires that subjects' participation should be as fully informed as possible and no group should be disadvantaged by routinely being excluded from consideration. All adequate steps shall be taken by both agency and client to ensure that the identity of each respondent participating in the research is protected.

With more than 25 years' experience, BMG Research has established a strong reputation for delivering high quality research and consultancy.

BMG serves both the public and the private sector, providing market and customer insight which is vital in the development of plans, the support of campaigns and the evaluation of performance.

Innovation and development is very much at the heart of our business, and considerable attention is paid to the utilisation of the most up to date technologies and information systems to ensure that market and customer intelligence is widely shared.

