



Ministry
of Defence

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Ref: FOI2015/01063
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22 February 2016

Dear [REDACTED]

Thank you for your email of 23 January requesting the following information:

'With reference to the new 'Don't join the army, don't be a better you' ad campaign, could you please send me the brief that the army provided to the ad agency that created the slogan?'

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

The Campaign Brief for the 'A Better You' campaign produced by the Army's Recruiting Group in conjunction with its recruiting partner Capita Recruiting is attached. It was produced in October 2015.

Some of the information is exempt under section 40(2) of the FOI Act, relating to personal information, and section 43(2) of the FOI Act, relating to commercial interests, and is therefore being withheld.

The exemption at Section 40(2) is an absolute exemption and there is therefore no requirement to consider the public interest in making a decision to withhold the information. The exemption at section 43(2) is qualified, which means that although the MOD considers it to apply to information in scope of your request, the MOD is required to decide where the balance of the public interest lies in releasing or withholding the information. Army recruiting activity, including marketing and advertising, is delivered by a contractor and agencies employed by the contractor. Following due consideration it has been found that the balance of the public interest lies in favour of withholding the relevant information. This is because it relates to key performance indicators against which contract performance is measured, the release of which would likely be prejudicial against the commercial interests of both the MOD and its contractor for Army recruiting.

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 me in the first instance. 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, 1st Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail 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 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, <https://ico.org.uk/>.

Yours sincerely,

Army Secretariat

[Redacted signature area]



Campaign Brief -DRAFT

Project details	
Project name	2016 Army recruiting campaign – ABL brief
Project owner	Capita
Date written brief submitted	1st October 2015
Proposed go-live date	26 th December 2015

Business Context & Information

Summary of requirement:

A new, inspirational and motivating creative campaign is required to help a world-class brand to overcome the barriers, to increase consideration levels of an Army career and, critically, to boost monthly application figures for Regular soldiers, to help meet the required target for Recruiting Year (RY) 16/17 and into RY17/18. Targeting the core-audience of 16-24 year olds, the campaign needs to be relevant and impactful and designed to make this audience feel differently, challenge their perceptions and be inspired about the Army and what it can offer them. The campaign platform will also need to resonate with gatekeepers who can have a significant influence on the decision making process for our core target audience.

Business Challenge (Background of business problem):

In April 2013, Capita began a contract to work in partnership with the British Army to deliver the Recruiting Partnering Project (RPP). The project represents a major investment in the transformation of military recruiting. While the Army retains ownership of recruitment policy, entry criteria and assessment standards, RPP delivers the entire process for attraction and recruitment.

In recent years, Army Recruiting Group has faced challenges in recruiting appropriate numbers of soldiers into the Army. [REDACTED]

[REDACTED]

Research has identified certain barriers that may prevent our target audience from joining the Army: only 54% of 14 – 24 year olds think the Army is recruiting. This figure has improved significantly in the last few years. For those who think the Army is not recruiting, Government cuts and lack of awareness of any advertising were cited as main reasons.

- Although the recruitment awareness figure are growing amongst 14 – 24 year olds, it is dropping amongst 'gatekeepers' (such as parents) – pre 2014, 51% of gatekeepers were aware that the Army was recruiting, in March 2015, this has dropped to 38%. Gatekeepers are significant influencers to the decision making process.

- Negative news broadcast provides a significant tilt to the perception of the Army and increasingly reinforces unhelpful stereotypes exposing death/injury or treatment of soldiers post war (unemployment/PTSD).

-Preconceptions surrounding the Army influence expectations about the type of person the Army is trying to recruit. Whilst Army Officers are perceived as privileged Harrow/Eton types, the stereotype of a soldier is uneducated individuals for whom the army is the last resort as a career option.

-The Army is open to a diverse array of individuals; however it is still a predominantly white male dominated environment which may deter applications from ethnic minorities and females.

Recruiting Group (RG) has invested significant budget in refocusing the employer brand and differentiating the proposition from the media stereotype. The new Army Careers Centres are focused around bringing out the people, their personalities and 'normalising' them allowing for increased self-identification. We want people to see the people not the uniform (often referred to as MTP).

Our creative campaign needs to be particularly mindful of the wider 'brand' campaign, which the Army will be running during the same period. This has been developed and managed by the Army with their creative agency, Engine. Exact details are to be confirmed; however we understand it will be a re-run of the existing TV campaign, which was launched in January 2015. This included ITV broadcast, 1 minute adverts in a 2 week burst in the second half of January, as well as a YouTube takeover. Watch the TV ad here: <https://www.youtube.com/watch?v=Nif9jmNKNIU>

In addition, Recruiting Group will be running an Army Officer campaign, predominantly targeting the Graduate market. It will include campus-based roadshow events as well as paid media such as Spotify and YouTube. The campaign is called 'With Heart. With Mind.' The creative and videos can be viewed here: armyofficers.tumblr.com.

NB. The creative for the campaign we want to develop, does not need to follow either creative treatments for the above examples.

*A FY runs from 1 April – 31 March

Role/role benefits *Description (Short summary of the role on offer)*

- **People like you** join the Army. There'll be a **place for you** whatever your skills and interests.
- The Army will invest in you. We'll help you develop your potential. We'll nurture your abilities, train you and show you how to achieve your goals.
- This is your chance to do something different and **take your life in a new direction** whether it's travelling the world, getting a trade and qualification under your belt or making sport your passion. The opportunities are there for the taking.
- You'll be immensely **proud** to serve your country and earn **respect** from your family and friends.
- You'll become an important part of a close-knit team and you'll make **some of the best friends you'll ever have**. **Your team will have your back no matter what – they become your family.**
- The skills you gain will make your CV stand out.

Strategy

Target audience (Who are we trying to engage?)

Not everyone can be persuaded to join the Army, a significant proportion will never be able to be persuaded and we need to ensure candidates are eligible (nationality/fitness/health are amongst the initial eligibility considerations – e.g. those with asthma are not eligible to join).

Alongside this, there are a target group that are likely to join regardless of advertising. We are not

looking to target this group. The core intenders that have always been interested in warfare will join.

Segmentation analysis shows that we are able to influence 11% of 16 – 35 year olds to begin their journey towards joining the Army.

1. Core group: **16-24 year olds already interested** in joining, but need motivating to take the next step now.

This age group are generally still flexible/ open to change in career choice, with many dissatisfied in some element of their life (job/career/college/ university/home life) or still have not found their true direction.

The campaign should also inspire those who are positive about the Army, however **never actively considered a role in the Army** due to misperceptions they may have (e.g. not fit enough, a male dominated environment/belief it isn't a good career option/ not top of the list employer for skills training, you'll die).

3. **Females** – 91. 3% of the current Army population is male; leaving only 8.7% female. And we know that c.90% (compared with c.82% males) of females drop out of the process. Target is 15% inflow into the field Army by 2020.

4. **BAME (Black, Asian & Minority Ethnic)** – Show lower levels of awareness the Army is recruiting, whilst recent campaigns have resonated well, with a higher percentage wanting to find out more information and wanting to join the Army and Army Reserve, compared with all 14-24 year olds. The Army is being targeted at 10% inflow from BAME by 2020. Our current UK BAME strength is only 3.9%.

5. **Parents/ gatekeepers** – this audience can have a huge influence on the decision to join the Army. They continue to be less aware that the Army is recruiting (38%) and due to our targeted media strategy were not aware of our most recent campaign. There is a need to address this audience in the most cost-efficient way.

For more in-depth analysis, please read our segmentation study.

Communications challenge (what are we trying to overcome with our communications)

- The first and foremost barrier we are trying to overcome is to influence and change the perception of potential candidates by challenging the stereotype image of the Army. (*EVP)
- We want to reposition the Army as a first choice career option for 16 – 24 year olds.
- We need to influence hearts and minds. The offer appeals to the rational mind but the commitment/consideration to join requires an emotional connection. This isn't a 9-5 job it's a lifestyle decision.
- The Army is the place to gain skills to set you up for life – it isn't currently first choice
- Create a desire to start the application now
- The power of the news broadcast influence versus the reality
- See past the uniform. Not everyone does the same job; a doctor wears the same as a truck driver.

Key stimulus (what is the single-minded thought that we are trying to communicate to our audience)

I NEVER KNEW THAT! I SHOULD LOOK INTO WHAT I COULD DO IN THE BRITISH ARMY.

Why should they believe us? (Please detail any 'reasons to believe')

This is more than a 9-5 job. This is a lifestyle, which means you'll get far more out of it than an average job.

- This is the biggest **team** you will ever join. Because of that, you'll build the strongest friendships you'll ever have. The Army is renowned for its team spirit but you also trust your colleagues with your life.
- The Army's most valuable resource is its people. You'll get a **support network** from day one: there's your boss, your colleagues and the Army Welfare Service (AWS) which provides support to you and your family.
- You'll get the opportunity to **travel** to places you might not otherwise see – and get paid for it. How about overseas training in Kenya or supporting the UN in Cyprus?
- Make the most of all the **Adventurous Training (AT)** the Army can offer. From mountaineering in the Himalayas or diving in the Red Sea, to sky-diving in Florida.
- If you're into your **sport** you'll get the chance to train with the very best coaches. You could play in overseas tournaments or on international stages like Twickenham.
- The Army has **over 200 job roles** on offer – so there's so much more on offer than combat. You'll be surprised at what you can do. We have mechanics, chefs, bricklayers, medics, administrators and translators. Everyone works together to help us succeed.
- The Army is the biggest employer provider of **apprenticeships** in the UK and has over 40 different schemes on offer from engineering to animal care. The achievement rates are around 20% higher than civilian apprenticeships. Army apprentices get full pay. You'll earn £18,125 as a new entrant. An average civilian apprentice earns £6,846.
- The Army offers over 500 different **qualifications**, from GCSE to degrees, including all kinds of professional and practical qualifications in areas such as chartered engineering and accountancy that will build up your CV
- The Army offers you **career structure**. You get annual pay rises, a clear promotion path and a pay rise with each promotion.

Media

Media/Channel considerations (highlight what we know about how and when and where we might engage our audience)

- **TV** should be focused around 10" and 20" for optimum effectiveness. Subject to the creative idea we may consider a 2 week campaign launch with a maximum 40" execution
- **Radio** is our most effective media channel and regionalisation with a CTA to an Army Careers Centre (ACC) or Armed Forces Careers Centre (AFCC) or dated event

We would also like to see how the core idea will also work through-the-line on channels such as:

- **OOH** in key regions with localisation where appropriate
- **Digital display**
- **VOD**
- **Search**
- **Social**

We welcome new ideas to broaden our paid media strategy particularly keen to explore how an offline experience/stunt could be enhanced through other channels. For instance, watch this initiative from Sweden: <https://www.youtube.com/watch?v=ax9kCCwTLGo>

Media planning will be handled by MediaCom and media buying by Curst

Requirements

Actual deliverables required

Parameters
New Campaign or campaign adapt (state whether this is a new campaign or one supplementing an existing campaign)
New campaign
Any creative mandates (beyond Recruiting Brand Guidelines)
Inspiring and emotive stand out communications. We need to consider how to stand out and change the minds of our audience about what the Army is and what it can do for you. Traditionally, large Army recruitment campaigns have shown 'typical army live firing/ explosions' – we would like to explore other routes to help break the mould and connect emotionally with the potential recruit. Note that although Army equipment and assets are available for production, we need to be conscious of the availability/resource/ disruption and cost to the Army of this equipment. It is also likely that the Royal Navy and RAF will be on-air at a similar time, targeting a similar audience, so this campaign will need to clearly differentiate and position the Army offer.
Production & Agency Fee Budget (an indicative level of investment)
Media Budget (an indicative level of investment)
Timings/next steps
Presentations to the marketing team on w/c 12 th October 2015. Presentations should include: <ul style="list-style-type: none"> - Brief overview of agency / experience - Meeting team members who will work on the campaign - Demonstrate an understanding of brief/process of developing the campaign - Creative concepts (understanding these will be at an early stage of development) - Outline timings (note that we will need to undertake concepts research with our potential audience as part of the process) - Explain resourcing model – what is provided in-house and what is bought-in - Outline costs
Contacts for further information