Eligibility
Entries into this category must demonstrate sustained results over time. There is no restriction on the start date of the campaign other than, at a minimum; results must date back to March 2015. The entry must also include results in the most recent period, between April 2017 and March 2018.

The creative expression is not restricted to one idea but the campaign must have a primary objective and a consistent or evolving strategy. There may be supplementary objectives over the course of the campaign. All Long term Effects entries will be judged in Round 2.

Formatting Requirements
Page Limits: You have up to twelve A4 pages to tell your story. You may use as little space as you wish for each question, so long as your total written case does not exceed twelve A4 pages. This does not include the instructions front page, media addendum or the authorisation back page.

Charts, Graphs and Images: to display data and creative are strongly encouraged throughout or at the end of the form. Graphs and charts are additional to the twelve A4 pages. Creative images must not exceed three A4 pages, which can also be additional to the written case.

Directions Appearing with each Question: must NOT to be deleted from the completed case; they serve as a guide for both entrants and judges. Complete entry form in - Type face: black font; 10pt minimum. All data must include a specific, verifiable source. Data without a source may result in entry disqualification. Answer every question or indicate “not applicable”. Any unanswered question will result in entry disqualification.
Executive Summary

An Executive Summary of no more than 100 words is required.

Diggers. Gallipoli. The ANZAC Spirit. When Australians think of the Australian Defence Force (ADF) historic references dominate. These outdated perceptions fail to align with the workplaces millennial Australians aspire to. Their motivators include equality, flexibility, variety, social responsibility and the opportunity to progress, developing themselves as they discover what really matters to them.

This case study goes beyond a mere campaign. Instead, it shows how Host/Havas positioned the ADF as a 21st Century employer, not just through communications but in how it acts throughout the candidate journey, driving operational change that delivered record recruitment rates despite a reduced budget.

Questions 2 to 4: Challenge, Objectives & Strategy (24 Points)

Entries need to build a compelling business case with their answers to these three questions. Objectives should be quantified. Entries will be marked down for not providing measurable goals unless reasons are well argued. Judges will consider the degree of difficulty and budget when allocating marks. Higher marks are deserved by cases with a greater degree of difficulty.

1. Total Campaign Expenditure:

What was your total expenditure including development, media, production, agency fees and any other costs including production and value of donated media and non-traditional paid media? Tick below the range of total expenditure for the assessed period and average p.a.

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It is important to note, rather than just ‘advertising’ costs this is the TOTAL MARKETING EXPENDITURE. It includes all research, website infrastructure and collateral (brochures, merchandise etc.) costs associated with the recruitment program.

2. What was the strategic communications challenge?

What was going on in your category? Provide information on the category, marketplace, company, competitive environment, target audience and/or the product /service that created your challenge and your response to it.

In everyday marketing terms, encouraging a person to choose a particular product or service on a given day is hard enough. Trying to get a millennial to sign up to the ADF - an organisation they perceive to be traditional, outdated and at odds with their world view - is a different level of challenge altogether.

When Host/Havas became the agency of record in 2014 we were given the remit of attracting X new recruits per annum to bolster the almost 60,000 full-time employees and 19,000+ Reserves across the Navy, Army and Air Force. Some of the many challenges we faced were as follows:

Historical fulfilment rates
In the four years prior to the appointment of Host/Havas, actual recruitment rates were, on average, achieving X% of target enlistments. It was recognised that due to the complexity of roles to fill, 100% was un-achievable. Historically, the highest recruitment rate on record was X% in FY09/10 during the unsettled economic environment created by the global financial crisis. (During this period, the Consumer Confidence Index (CCI) was at 79% and unemployment 5.7% thus creating additional interest in a secure job in the ADF). It was widely felt that an ‘actual’ to ‘target’ enlistment ratio of X%+ would require a similarly unstable economy.

Rejected by X% of our audience

X% of 15-24 year olds had zero interest in a career in the ADF. Unsurprisingly, this statistic presented a considerable challenge; to the point where it was considered to be immovable by the business as it hadn’t changed for five years. It left a mere X% of our core audience demographic who would even consider a job in the ADF, let alone apply for one.

Engrained negative perceptions: outdated and incorrect but deep-seated

The X% positive consideration level of the ADF is primarily influenced by societal perceptions of the organisation. They are driven by three main factors – traditions (ANZAC Day etc.), media coverage (active conflict / unacceptable personnel behaviour) and movies (guns and explosions). Perceptions that the services are traditional, old fashioned, dangerous and only for men are common but incorrect. Further to this it’s almost impossible to shift perceptions when your audience ‘self-screens’ themselves from your communications thinking “the ADF isn't for me”.

Historical reliance on traditional media

The ‘self-screening’ of our audience is compounded on passive media channels, such as TV. Unfortunately, the ADF had a reliance on traditional media to generate applications; with TV alone representing the majority of their media spend when Host/Havas took up the business. This was troubling due to the waning efficacy of the channels (especially with our core audience) and ever-reducing media budgets.

A new generation with new workplace requirements

The new generation of employees has very different aspirations and expectations to those in the past. Their priorities are set around flexibility, work/life balance, a progressive environment, working with technology, egalitarianism, and doing something with a positive impact on society. In this context they would reject the ADF as not being a progressive employer.

It’s not one job, it’s 300

The ADF is essentially its own community. It requires soldiers, sailors and airmen/airwomen but it also requires (amongst other roles) cooks, doctors, communication experts, engineers and plumbers to keep the whole organisation functioning. The micro challenge within the overarching recruitment requirements was to attract people to a myriad of highly specialised, sub-segments. It’s not a case of one size fits all.

A commitment of, on average, between two and six years

Minimum service commitments vary depending on the role and the costs associated with training personnel to carry out their jobs. Whilst a handful of jobs have a commitment of one year, most are much more, and it can extend to 14+ years for roles such as pilot. When our core audience has difficulty committing to events weeks or even mere days away, this service commitment represents a large hurdle.
An increasing requirement for brains over brawn

Historically, the ADF has employed a strong cohort of physically fit, muscle-bound personnel. Whilst this continues in some areas, the shifting requirements of Defence has led to the expansion of state-of-the-art technology being implemented within the services. This increased technical presence generates the requirement for technically gifted people. These people are in high demand in all employment sectors and put the ADF in direct employment competition with the likes of Google. For this audience “the ADF isn’t for me” is writ large.

An approximate X% attrition rate

Even after all those other challenges, once people have applied there is still an approximate X% attrition rate. This is unsurprising given that the ADF needs to recruit our best and brightest to protect our nation; meaning that the process of vetting and selecting the correct candidates from all applicants is rightly arduous. On completing an application form to join there are multiple rounds of interviews, aptitude tests, physical assessments and psychological screening, which lead to only one in X applicants actually being successful and enlisting.

Diversity requirements in what was perceived to be a ‘man’s world’

Service representation was historically heavily skewed with a few demographics over represented. However, it is widely known that the more diverse a workforce the more an organisation benefits. In order for the ADF to benefit from a true representation of the nation and its skills, a key recruitment priority was to attract and convert women, Aboriginal and Torres Strait Islanders (ATSI) and Culturally and Linguistically Diverse (CALD) audiences. Indeed in terms of gender equality it was only in 2012 that the Dept of Defence began the path to remove legislation that precluded woman from serving in combat roles.

In summary, all these complex challenges had to be overcome in addressing two very clear but very difficult objectives:

**Consideration** and **Conversion**. Common marketing challenges but in one of the most challenging of recruitment environments.

### 3. What were your objectives? State specific goals.

Your entry is expected to include compelling data including behavioural objectives and results. Only in rare instances are the judges likely to award an entry that only demonstrates attitudinal changes. Provide a % or # for all goals. You must provide benchmark and context for your goals versus year prior and explain why they were significant and challenging in the context of your category. If the campaign did not have specific objectives, state this in the entry form and explain why.

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### 4. What was your strategy – and how did you get there?

What was your strategy? Was it driven by a consumer insight or channel insight or marketplace / brand opportunity? Explain how it originated and how the strategy addressed the challenge.

Given the multiple challenges and the twin approach of improving consideration and conversion simultaneously there was no single silver strategic bullet. Instead, we created two strategic approaches with dual specific, interlinked tactics in both areas.

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<tr>
<th>CONSIDERATION</th>
<th>CONVERSION</th>
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<tr>
<td>1. Re-brand the ADF to make it a relevant and relatable 21st century employer.</td>
<td>3. Create a modern application process in keeping with a progressive employer.</td>
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<tr>
<td>2. Create communications designed for a Millennial’s digital world.</td>
<td>4. Reduce dropout as candidates move through the recruitment funnel with a new, state-of-the-art website.</td>
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CONSIDERATION

1. Re-brand the ADF to make it a relevant and relatable 21st century employer.

Our brand and creative strategy was simple – humanise the ADF. In everything we did from large-scale brand TVCs through to print collateral, we needed to show people, not personnel. Central to this shift was the focus of communications moving from what the services wanted to tell people about themselves, to what our audience wanted to hear. In order to create this relevance, we needed to understand the psyche of potential recruits - exploring their needs and wants from a job and employer - and then show how the services could deliver against this.

In addition, research showed that Australians couldn’t see ‘behind the uniforms’ to the people who serve in the ADF. They couldn’t see that serving personnel were very much like them in so many ways, and often performed comparable jobs. And because they struggled to relate to these people, they couldn’t see themselves in the ADF. Our strategy was to always present scenarios people could imagine themselves in.

2. Create communications designed for a Millennial’s digital world.

As already mentioned, TV was king and had been for a long time. However, as a channel its performance was (not surprisingly) slipping. Simply put, our millennial audience wasn’t consuming TV like the previous generation of potential recruits. However, this wasn’t just about where we communicated but how we communicated. Resizing a brand ad for mobile wasn’t going to cut it. We needed to demonstrate true relevance to our audience by ensuring all means of communication were fit for channel, audience and purpose. This was particularly important given the ever-increasing dominance of social media channels.

CONVERSION

3. Create a modern application process in keeping with a progressive employer.

Taking up to X months and with a drop-out rate at ~X% it was obvious from the start that the application experience (from initial application to enlistment) needed to be improved. With large volumes of data required to enter the ADF, the process was fraught with paper-based forms and requirements for physical documentation. Not only did the timeline to join not match consumer expectations, but the process itself felt old fashioned and not aligned to a modern organisation. We needed to identify and solve the largest pain points of the experience, and prioritise and deliver a better user experience.

4. Reduce dropout as candidates move through the recruitment funnel with a new, state-of-the-art website.

Mirroring the approach to improving communications designed to flourish in the digital age we needed to also ensure the website experience was world class. The Defence Jobs website (defencejobs.gov.au) is where consideration is turned into conversion. However, when Host/Havas took over the account in 2014 the website was far from ideal, with a poor experience on mobile, over 5000 individual pages, duplicated content, and complicated navigation that made it difficult to find the content you needed. Even when you did, much of it was written in such a way as to only really make sense to serving personnel.

Applying all these changes across all touch points was central to our approach to improve consideration and conversion. We needed to ensure that:

1. people in the ADF are portrayed as being very much like the reader/viewer, while getting satisfaction from their job,
2. the ADF is portrayed as a modern organisation through its actions, not just its words,
3. there is easy access to all the information candidates require to apply, and
4. the process, whilst rightly rigorous, has less negative impact on the applicant.
5. What was your big idea? What was the idea that drove your effort?

The idea should not be your execution or tagline. State in 25 WORDS OR LESS.

Transform every experience within the recruitment process - from awareness to enlistment - reflecting the reality of the ADF as a modern, people-focused, high-functioning organisation.

6. How did you bring the idea to life?

Describe and provide rationale for your communications strategy that brings the idea to life. Explain how your idea addresses your challenge. Describe the target audience and channels selected, and why? Describe how the creative and media strategies work together?

In not more than three A4 pages show sufficient creative examples to enable the judges to understand the campaign. These pages can be additional to the ten A4 page written entry. (Graphs and charts are also additional to these pages).

Transforming every experience of the recruitment process has required literally thousands of briefs from large scale brand campaigns all the way through to updating imagery in brochures. Whilst it would be impossible to cover all aspects of this, we hope to highlight specific examples within our tenure that have contributed to the delivery of our strategy and four tactics.

CONSIDERATION

1. Re-brand the ADF to make it a relevant and relatable 21st century employer.

In order to achieve our consideration objectives of improved propensity and brand perception (two of the many challenges identified earlier) we started with our biggest problem, relatability. We stopped just saying what the ADF wanted to say and started having a conversation about what millennials wanted to hear. They couldn’t see past the uniform, so we began by introducing them to the people behind them; in everything we did. We told human stories, not military stories. Stories about personal struggle and progression, tackling common misperceptions head on in a disarmingly honest way. We showed what positive impact a job in the ADF could have for individuals and their families. The connection these wonderfully warm, empathetic and touching stories create is the cornerstone of our recruitment approach. This powerful story-telling touched people strongly, as Amy Bullen from ChatHouse research observed:

“Responses to one particular story within the Army Brand Campaign were highly emotional, with some respondents being moved to tears by his story of success against the odds. In all our years of researching advertising campaigns we have rarely come across communication which brings about that strong and emotional reaction within research groups.”

- Army Brand – 2017 - current.
  - Problem: The Army was perceived as old-fashioned in attitude and structure, not technology-led and where people were just a very small cog in an immense and impersonal machine.
  - Solution: Tell varied stories of individuals’ personal progression and success under the core thought of “This is my Army. Discover Yours”.

think TV  AANA  The communications council
• Do What You Love (Women) – 2015 - current.
  o Problem: Women simply couldn’t see how they could possibly achieve the things that mattered to them in the ADF.
  o Solution: Create a world-first search engine that uses your personal loves to identify roles that would suit you in the ADF.

• See Yourself (ATSI) 2015 – current.
  o Problem: ATSI youth can struggle to see their own potential and don't truly believe they could succeed in the ADF. This fear of failure can paralyse their engagement.
  o Solution: We unlocked young ATSIs’ ability to see their own potential by showing them community role models who had succeeded, even in the face of adversity, to prosper in the ADF.
  o Note: This content was so well received by the ATSI community it was run in programme (non-advertising) airtime on NITV.

• The ADF Surprised Us (CALD/Influencer) 2017 - current.
  o Problem: The ADF aims to attract the best talent from the widest possible talent pool, however CALD cultural nuances and influencer pressure can stop otherwise suitable candidates from applying.
  o Solution: Create a series of culturally diverse stories with serving members and their families talking honestly about their initial apprehension for joining the ADF and the subsequent pride displayed by their loved ones.
2. Create communications designed for a Millennial's digital world.

It wasn't just about the stories, it was where and how we told them. Working in partnership with Dentsu X (DFR's media agency) and DFR, we reduced TV spend by X% and increased digital spend by X%.

Mobile became king. We ensured a seamless user experience no matter what platform you used to engage with the brand. An example of this was the Army Brand 360 ‘deep-digital’ experience. Designed specifically to provide an identical experience across desktop, tablet and mobile it allowed users to graze high level content, or dive deeper into the experience and uncover new stories depending on their level of interest in the service.

We redefined DFR’s social presence. Every piece of content was specifically captured to ensure best-in-class user experience, from shooting video in portrait (for use in-feed on Facebook) to creating the first Australian 360° video played on Twitter. Our work is now even used as a case study by Snapchat globally for how to activate campaigns in their channel. We’ve even pushed the boundaries of what brands can achieve in social by using it as a conversion tool generating 20% of application starts despite just X% of media spend in channel.
CONVERSION

3. Create a modern application process in keeping with a progressive employer.

Using our aforementioned in-depth analysis of the recruitment process we were able to identify innovative approaches, beyond just communications, to address the business challenges of a ~X% attrition rate, brains over brawn and millennial workplace expectations.

The ~X% attrition rate rightly ensures only the best candidates make it into the ADF. However, the final hurdle before joining is a Physical Fitness Assessment (PFA) where X% of all applicants fail, and worryingly that number is as high as X% for women. Oftentimes their failure isn’t actually to do with fitness levels but poor technique or overconfidence in their ability. To reinforce the importance of preparing properly and to provide practical help, we used an innovative approach to develop the ADF Active App. The app provides candidates with a personalised training schedule based on their initial level of fitness and PFA date. Throughout the training schedule a feedback mechanism allows the app to personalise, adapt and change to make sure candidates are ready, whilst teaching them the correct techniques for each PFA exercise.

Hiring the next generation of smarter minds was an increasingly difficult challenge for our specialist recruitment teams in the increasingly competitive recruitment environment, especially when competing with the likes of Google. In order to position the ADF as a high functioning organisation, and to counter common misperceptions, we wanted to use technology in a way that not only expressed how exciting a role in the ADF could be, but how many military tasks are much more aligned to problem solvers, as opposed to musclemen. So, we created VRecruitment, a world-first VR experience that used live-data from in-game interactions to serve users with personalised job recommendations. Using state-of-the-art technology we were able to not only shift perceptions of the workplace, provide insights into what the ADF does, and drive direct interest in applying, but we could also identify high value candidates.

4. Reduce dropout as candidates move through the recruitment funnel with a new, state-of-the-art website.

In order to increase fulfilment rates, and fill the 300 job roles, an in-depth analysis of the website (Defence Jobs) and the whole recruitment process was required. We mapped out every stage of the 27-step recruitment process incorporating the varying needs of each of 12 unique personas we identified. We then used this detailed consumer journey to identify drop offs, and prioritised tasks by importance to completing the user’s intent: finding a job. We put jobs at the very heart of the site, and then standardised content across the three services to create consistency of experience, avoid confusion and give them easy access to the right information at the right time.

We re-wrote the entire site’s content bringing human stories to the fore, simplifying messaging, and avoiding military jargon that confuses and alienates candidates. This in turn removed ambiguity, and clarified in relatable ways what you could get from a job in the ADF. Clearly outlining the benefits, with examples from similar people who’d joined and what it had done for them, made the commitment trade-off more reasonable leading to increases in applications completed.

We even created new dynamic application forms that reduce the length of the form for priority roles, thus getting applicants in the recruitment process sooner. And we modernised the verification of documentation by enabling it to be completed digitally, reducing admin time. Needless to say, the entire experience was designed and optimised to be mobile first.
7. How do you know your campaign was successful?

Detail why you consider your effort a success. Refer to your objectives (results must relate directly to your objectives in (3) – restate them and provide results) and demonstrate how you met or exceeded those objectives using quantitative and behavioural metrics. Demonstrate the correlation between activity and outcomes. Did your effort drive in-market results? Did it drive awareness and consumer behaviour change? Use charts and data whenever possible. Explain what x% means in your category. For confidential information proof of performance may be indexed if desired.

Make sure you address every objective, whether fully achieved or not. Indicate why the results you have are significant in the context of your category, competition and product / service.

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8. Did it achieve a positive ROI?

You need to convince the judges that the marketing investment provided a positive financial return – if that was a requirement. Except in ROI category, the entry will still be eligible if data is not provided, but entries that provide convincing evidence will gain additional marks. (Note that this data can be indexed and/or excluded from the published case on request.) We recognise that, in some instances, a measurable financial return will not be an objective, but you will need to persuade the judges why not.

ROI measures by what percentage the incremental gross profit (not gross sales) generated exceeded the campaign costs/investment.

‘Incremental’ means comparing what happened, with what would be expected to happen had the campaign not taken place and/or that status quo maintained.

So, if the incremental gross profit is $1,000 and campaign costs are $1,000, they cancel each other out and the ROI is 0%. If additional gross profit was $1,500 the ROI is 50%. (refer to the supplementary notes on ROI calculation)

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And we are confident these savings will continue into the future because they are not just attributable to communications but bigger and broader changes like the new website and the more candidate-friendly application process, all of which are here to stay.
9. Convince us that the result was not due to other factors.

You must explain in your entry the effect of any other potentially relevant factors such as product changes, pricing, distribution, competitive activity, press coverage, economic conditions, weather etc. You should acknowledge and estimate the role played by other factors and advise if the communications program led to other benefits accruing (such as retailers improving space allocated or even improved support from a sales force that has ‘increased belief’ in the brand).

With a multi-year case study there are many potentially influencing factors so it’s difficult to discount everything that may have an impact. Having said that there are several macro-factors that have previously been seen to influence interest in working in the ADF. Below we have outlined them and explained why they are very unlikely to be responsible for the results above:

**Unemployment**: Historically, when unemployment figures have risen so have applications and enlistment; the previous record-high of ‘percentage achievement of target’ was in FY09/10, deep in the trough of the Global Financial Crisis. This is due to the ADF being seen as a ‘safe’ and secure job. In periods of uncertainty the ADF is therefore a more appealing career choice to those who need guaranteed income. The calculated trend line in the chart below shows unemployment rates over the Host/Havas tenure heading in a downward direction. This wouldn’t have positively influenced record DFR recruitment.

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<thead>
<tr>
<th>Australia Unemployment Rate</th>
<th>Australia Consumer Confidence</th>
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**Consumer Confidence**
Further to the above, when consumer confidence dips, people look for economic stability and security. The above chart shows that during the years of increasing ADF recruitment success Consumer Confidence was relatively high and stable, with a slight decline due to the high confidence in 2013, indicating this was highly unlikely to be responsible for our uplift.

**War-footing: ‘stable’**
When Australian interests are believed to be under threat and/or regional/worldwide tensions are high this causes a patriotic response amongst a certain section of the population who want to become involved in supporting the nation’s interests. The ADF has an internal war-footing measure that shows the level of threat. Whilst this is an internal measure it’s fair to say that the media, without seeing the actual ADF data, will have a feel for the nation’s war-footing which in turn will be reported to the public. Over the course of Host/Havas’ involvement this war-footing has been stable.

**‘Product’**
There was no change in the product in terms of drastically improved benefits, pay structures, leave allowances etc. There were slightly more jobs available as the organisation moved to a more modern and technical approach that required a new skillset. However, these roles being new and different to the historical roles the ADF recruit for has meant we’re competing with a larger pool of employers and therefore these new roles haven’t advantaged our recruitment figures.
‘Distribution’
Candidates can apply either through the website, over the phone or at one of the 16 different DFR Centres throughout Australia. This has not changed during our tenure, however, we have increased results through the website due to changes implemented by Host/Havas.

Question 10: Overall Story (10 Points)
What lessons can be learned from this case about advertising effectiveness or measurement? Judges are asked to reward great ideas, great results, originality, innovative measurement techniques; and to penalise poorly written cases. High scores here will be the cases we want to showcase to the world.

10. Do you think there are any lessons to be learned from this case about advertising effectiveness or measurement?

Judges will give additional marks to exceptional ideas, exceptional results and to cases that teach us something about how advertising works. A big idea is worth more than a lesser idea. A case that adds to our knowledge about advertising effectiveness or measurement deserves additional marks. These marks are open to the discretion of the judges. This is the “I wish I’d been responsible for that” factor. We ask judges to reward great ideas, great results, originality, innovative measurement techniques, and penalise poorly written cases. High scores here will be the cases we want marketing students to be inspired by; the cases we can learn something from; the cases we want to showcase to the world.

This is the story of a transformation. Communications played their part but judge this case-study as a much bigger story than just communications-effect. This was the end-to-end transformation of the whole candidate recruitment experience, driven by brand and candidate insight, UX, digital nous, innovation….. and communications.

We’ve highlighted the incredibly complex recruitment landscape DFR operates in, its raft of challenges, the dual tasks in shifting consideration and conversion at the same time, and the urgent need to deliver results. It’s no mean feat. Achieving something of this scale, was only possible through applying our strategy, tactics and implementation consistently for four years. Beyond ‘just’ marketing communications, we’ve partnered with DFR to create true innovation that meets each consumer’s needs, and even developed operational changes to make sure the entire recruitment experience is the best possible. And the positive effects will remain into the future because we’ve transformed the experience not just the communications.

It seems others in the world have learned from our actions. The British Army’s updates to its website and recent ‘This is belonging’ campaign indicate a significant change in tack when trying to recruit millennials.

If we had to offer one key piece of learning to anyone facing such a daunting marketing challenge, it is that ‘you’re better together’. To bring about such a transformation and enjoy the results it generates you need deep trust between agency and client. Throughout this journey our unwavering partners were our clients at DFR. Time and time again, their willingness to push for something new and different was astounding. DFR should be commended for being an incredible partner on this journey. Without them there is simply no way we would have achieved what we have.
Compared to other competitors in this category, this budget is:

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<th>About the same</th>
<th>More</th>
<th>Not Applicable (Elaboration required)</th>
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There are no ‘direct’ competitors in the traditional sense. Whilst there are roles for people who share similar altruistic characteristics to those joining the ADF in the Police, Ambulance Service etc. there is no other organisation that does what the ADF does.

Compared to prior year spend on the brand Overall, the brand’s overall budget this year is:

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**Budget Elaboration**

Provide judges the context to understand your media budget. What was the balance between paid, owned, earned and shared media? If you paid media expenditure was low but production/activation and other costs were high, or there is a unique situation surrounding your budget, you should elaborate if you feel it would help.

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**Owned Media**

Elaborate on owned media (digital or physical company owned real estate), that acted as communications channels for case content. Owned media examples may include a corporate website, social media platforms, packaging, a branded store, fleet of buses, etc

Defence Jobs – defencejobs.gov.au
Social Media Platforms – Facebook, Instagram, LinkedIn, YouTube, Snapchat.
DFRCs – 16 office locations across Australia.

**Sponsorships**

Note whether or not your effort included any sponsorships. If so, provide details regarding your sponsorships.

DFR has had a few content integration activities over the years with broadcasters to gain ‘earned’ media exposure. Activities such as the AFL Indigenous Round, AFL Women’s League, Commonwealth Games, Olympic Games and Australian Sports Commission.

**Communications Touchpoints**

Please list all touchpoints included in the campaign.
Communication Channels:
TV, Online Video, Social, Cinema, OOH, Digital Display, Mobile, Search, Spotify, Radio.

Brand Platforms:
Defence Jobs, Social Media Platforms – Facebook, Instagram, LinkedIn, YouTube, Snapchat, DFRCs – 16 office locations across Australia.
AGENCY AND ADVERTISER AUTHORISATION

Signature for entry by Company Officers

We certify on behalf of:
________________________ (Agency CEO) and ____________________ (Client Company CEO or equivalent)

that the information submitted for the attached campaign is a true and accurate portrayal of the objectives and results of that campaign.

We also certify that the campaign has not been found in breach of any advertising or marketing codes or in breach of any law within the Australian jurisdiction.

We acknowledge that the case study of this campaign may be published by The Communications Council or with the authorisation of The Communications Council, but that we will have the opportunity to remove such information from that case study that we regard as market sensitive or confidential.

____________________________________
Signature of CEO Agency
Title:
Company:
Date:

____________________________________
Signature of CEO Client Company
Title:
Company:
Date: