



Business Recovery Response Plan Ad Campaign Testing

Final Report

Submitted to:
Department of Finance

For more information on this report, please email:
por-rop@fin.gc.ca

Ce rapport est aussi disponible en français.

Submitted by:

Supplier Name: Narrative Research

Supplier Address: Suite 5001-7071 Bayers Road, Halifax NS B3L 2C2

Contact Phone: 902.493.3820

Contact Fax: 902.493.3879

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Final Report

Prepared for Finance Canada

Supplier Name: Narrative Research

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This public opinion research report presents the results of online focus groups conducted by Narrative Research on behalf of Finance Canada. The main objective of this research was to evaluate Finance Canada's COVID-19 Economic Recovery Plan advertising campaign concept to see if it is attention-grabbing, memorable, clearly understood and raises interest. A total of 6 focus groups were conducted on January 27, 2022 including one group with business people in the personal care industry, and one group with businesspeople in the tourism and hospitality industry, in each of three regions: Atlantic/Ontario, Prairies/West, and Quebec.

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Executive Summary

Narrative Research Inc.

Contract Number: 60074-211568/001/CY

POR Registration Number: 101-21

Contract Award Date: January 14, 2022

Contracted Cost: \$107,499.16

Background

The Department of Finance has implemented an umbrella advertising campaign to support the Government of Canada's response plan to help small and medium businesses recover from the financial burdens the COVID-19 pandemic has brought upon them. Ultimately, the campaign aims to continue to inform Canadians and increase awareness and take-up of key initiatives and programs for businesses within the Government of Canada's COVID-19 Economic Recovery Plan. As the pandemic situation evolves, there is a continued need to inform Canadians of the efforts put in place by the Government of Canada to sustain the economy, including what resources and support are available to them. As such, as the programs evolve, it is important to assess the awareness of programs and services as they are introduced.

This research has two components: a qualitative creative testing followed by a quantitative campaign evaluation. The qualitative creative campaign testing aimed to examine reactions to a proposed advertising concept. The overall objective of this testing was to ensure that the advertising materials resonate with the target audience and meets its overall communications objectives prior to launch. The quantitative research component utilized the Government of Canada's Advertising Campaign Evaluation Tool (ACET) to evaluate the campaign before and after it is run in the media. Results from the quantitative ACET study are presented under separate cover. This report provides an overview of the findings from the qualitative creative testing, along with corresponding conclusions and recommendations to direct the final development of campaign creative.

Research Methodology

A total of six focus groups were conducted on January 27, 2022 with small and medium-sized business owners or managers in the personal care and the tourism and hospitality sectors. One online focus group was conducted with each sector in each of three regions: Atlantic/Ontario, Prairies/West, and Quebec. In total, nine people were recruited for each session, to ensure at least six participated. From 54 recruited individuals, 49 took part across all sessions. Each group



discussion lasted about 90 minutes and participants received a cash incentive of \$200 in appreciation of their time.

Qualitative discussions are intended as moderator-directed, informal, non-threatening discussions with participants whose characteristics, habits and attitudes are considered relevant to the topic of discussion. They are used in marketing research as a means of developing insight and direction, rather than collecting quantitatively precise data or absolute measures. As such, results are directional only and cannot be projected to the overall population under study.

Political Neutrality Certificate

I hereby certify as a representative of Narrative Research that the deliverables fully comply with the Government of Canada political neutrality requirements outlined in the Directive on the Management of Communications. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate, or ratings of the performance of a political party or its leaders.

Signed

Margaret Brigley, CEO & Partner | Narrative Research

Date: March 14, 2022

Key Findings and Conclusions

The following summarizes the key findings and conclusions from the focus groups on the **Business Recovery Response Plan Ad Campaign Testing**.

Across audiences and locations, there was low recall of any advertisements relating to financial support programs for businesses.

Prior to sharing creative concepts, participants were asked what, if any, advertising campaigns they have seen or heard concerning COVID-19 financial support programs for businesses.

Results show that there was low recall of any advertisements relating to financial support programs for businesses, though participants were certainly aware of the various programs



offered throughout the pandemic. Information on such programs was primarily obtained through the news, word-of-mouth, or through other professionals (e.g., bankers / accountants / business associations) rather than through media channels.

The proposed campaign was well received and considered generally clear at communicating the availability of assistance programs.

Participants were presented with one advertising campaign concept that included three distinct components (namely a 15-second radio ad, a 30-second video, and four social media advertisements).

Overall, the campaign received mixed reactions, though mostly positive. Overall, the campaign was well received by participants in the Tourism/Hospitality sector, but not received as well by participants in the personal care sector due to perceived relevance. Those in Tourism and Hospitality could relate to the imagery and messaging, whereas those in Personal Care, particularly those working in home-based businesses and without employees (i.e. single person businesses) did not feel that the programs or proposed advertising was targeted at them. Not relating to ‘bricks and mortar’ establishments shown in the imagery, many of these participants felt excluded. That said, negative reactions were most evident among English-speaking participants, and most notably among freelancers/those operating sole proprietorship businesses and those operating businesses out of their homes.

The advertising concept was deemed credible by nearly all participants due to the visible affiliation with the Government of Canada. Additionally, the messaging of the ad concept was clearly understood by most, as well as the call-to-action in visiting the website to learn more about the economic recovery programs. The call-to-action was particularly evident in the social media posts (due to them being seen as a single click to access more information).

While the positive and uplifting tone of the concept was appreciated, some felt it was ‘too happy’ and did not demonstrate empathy towards business owners who are experiencing severe consequences from the pandemic.

The use of animation received a mixed reaction. While some felt that ‘cartoons’ were too impersonal, making light of a trying time, others appreciated its light approach and the diversity shown. Differences were especially noted across sectors, with personal care sector participants



being far more critical of the use of animation. For them, the use of real people would better reflect who could benefit from the programs and services, as well as allow them to better see themselves in the campaign. Most notably, ‘personal touch’ business (massage, physio, etc.) felt that small businesses were not included in the programs offered, particularly if they had few employees or worked out of their home. Conversely, Tourism/Hospitality participants were more inclined to describe the campaign’s visuals as calming, attractive and showing diversity. These participants also felt the music in the advertisement was soft and hopeful. They felt the visuals represented a wide range of individuals and businesses that could qualify.

The concept was felt to portray a clear message that the Government is offering support programs for small businesses. Very few, if any, raised problematic or confusing aspects of the advertisement messaging. A few acknowledged it is unrealistic to target every business but using different imagery could make better clarify the message regarding who qualifies. Participants in both the hospitality/tourism and personal care sectors stated it would be ideal to see specific sectors mentioned and visualized – such as hotel, restaurants, massage therapy – rather than broad categories.

Many participants felt they would remember and seek out the link Canada.ca/coronavirus to learn more information about the recovery programs. A few suggested more specific links to highlight the various economic recovery programs being offered for different businesses.



Introduction

Context

The Department of Finance has implemented an umbrella advertising campaign to support the Government of Canada's response plan to help small and medium businesses recover from the financial burdens the COVID-19 pandemic has brought upon them. Ultimately, the campaign aims to continue to inform Canadians and increase awareness and take-up of key initiatives and programs for businesses within the Government of Canada's COVID-19 Economic Recovery Plan.

An evaluation of the initial campaign ran in spring 2020 and the results indicated that:

- A total of 35% of respondents said COVID-19 has caused a significant drop in revenue for their business.
- Two-thirds (65%) said that their business had not applied to any of the Government supports that targeted businesses.
- 19% applied to CEWS (Canada Emergency Wage Subsidy), and 11% applied to CEBA (Canada Emergency Business Account).
- When it came to primary sources of information, 34% got their information from the news, 28% from the GoC website, 9% from their tax advisor or accountant and 6% from GoC social media (13% don't know/not sure).
- On average, 57% of respondents had seen a GoC ad within the three weeks before taking the survey.
- Television (69%), Internet website (28%) and radio (22%) were the top three media channels where respondents saw GoC ads regarding COVID-19.

Results showed a relatively high level of awareness and recall of the messages communicated by the Department of Finance, including in relation to specific programs.

- 67% Canada Emergency Wage Subsidy (CEWS)
- 64% Canada Emergency Business Account (CEBA)

As the pandemic situation evolves, there is a continued need to inform Canadians of the efforts put in place by the Government of Canada to sustain the economy, including what resources



and support are available to them. As such, as the programs evolve, it is important to assess the awareness of programs and services as they are introduced. As such, this iteration of research addressed both the Government of Canada's requirements for measuring ad recall (via ACET) and awareness of the new programs being introduced. The next advertising campaign began rolling out in January 2022 with a major presence in market in the month of February 2022. Media tactics included social media ads, web banner ads, radio ads (including on Spotify), print ads in newspapers, and TV ads.

This research has two components: a qualitative creative testing and by a quantitative campaign evaluation. The qualitative creative campaign testing aimed to examine reactions to a proposed advertising concept. The overall objective of this testing was to ensure that the advertising materials resonate with the target audience and meets its overall communications objectives prior to launch. The quantitative research component utilized the Government of Canada's Advertising Campaign Evaluation Tool (ACET) to evaluate the campaign before and after it is run in the media. Specifically, there was one baseline survey conducted prior to the initial launch of the campaign, and subsequently, there will be a post-campaign evaluation survey, after each phase of the campaign. The quantitative ACET research phase (baseline and Phase I post-campaign) will be contracted under the current proposed contract. Results from the quantitative ACET study are presented under separate cover. This report provides an overview of the findings from the qualitative creative testing, along with corresponding conclusions and recommendations, to direct final development of campaign creative.

Objectives

The qualitative creative campaign testing aimed to examine reactions to a proposed advertising concept. The overall objective of this testing is to ensure that the advertising materials resonate with the target audience and meets its overall communications objectives. More specifically, the research was conducted to finalize and refine the creative materials that was used for the advertising campaign, including:

- Understanding the main message of the materials
- Ensuring the tone is appropriate
- Confirming the language is clear and easy to understand
- The materials convey the programs intended for the target audiences



Research Methodology

Target Audience

The target audience included members of the Canadian business community who own or manage a small or medium sized business that have been impacted by the pandemic, specifically those in the tourism, personal care and hospitality sectors.

Research Approach

Six online focus groups were conducted on January 27, 2022. More specifically, one session was conducted with business owners and managers of small or medium-sized enterprises (1-99 employees) in each of two sectors: personal care; and tourism and hospitality industry. One focus group was conducted with each sector in each of three regions: Atlantic/Ontario, Prairies/West, and Quebec. While the discussions in Quebec were held in French, other focus groups were conducted in English. Each session lasted approximately 90 minutes and participants were offered a financial incentive of \$200 in appreciation for their time.

In total, nine people were recruited for each session, to ensure at least six participated. From 54 recruited individuals, 49 took part across all sessions. Each focus group included a mix of locations within region, including rural and urban representation. Participants were recruited per the recruitment specifications for the Government of Canada. Recruitment was conducted through qualitative panels stored on Canadian servers, with follow up calls to confirm the details provided and to ensure quotas were met. In addition, social media was used to supplement recruitment efforts.

Context of Qualitative Research

Qualitative discussions are intended as moderator-directed, informal, non-threatening discussions with participants whose characteristics, habits and attitudes are considered relevant to the topic of discussion. The primary benefits of individual or group qualitative discussions are that they allow for in-depth probing with qualifying participants on behavioural habits, usage patterns, perceptions and attitudes related to the subject matter. This type of discussion allows for flexibility in exploring other areas that may be pertinent to the investigation. Qualitative research allows for more complete understanding of the segment in that the thoughts or feelings are expressed in the participants' "own language" and at their "own levels of passion." Qualitative techniques are used in marketing research as a means of developing insight and direction, rather than collecting quantitatively precise data or absolute



measures. As such, results are directional only and cannot be projected to the overall population under study.



Research Findings

The following provides a detailed account of focus group discussions.

Advertising Recall

Across audiences and locations, there was low recall of any advertisements relating to financial support programs for businesses.

Prior to sharing creative concepts, participants were asked what, if any, advertising campaigns they have seen or heard concerning COVID-19 financial support programs for businesses.

Results show that there was low recall of any advertisements relating to financial support programs for businesses. Information on such programs was primarily obtained through the news, word-of-mouth, or through other professionals (e.g., bankers / accountants / business associations).

Participants were more likely to see ads about the government offering help to businesses on television and radio, compared to social media. The message that was recalled from these ads was that the government is creating programs or will create programs in the near future to help businesses that were affected financially by the pandemic. Some participants heard about these programs from colleagues, others heard about them on the news.

“I definitely remember quite a lot of ads during these last two years relating to COVID and small business, especially on TV and also on the radio.”

“They were offering if your business has lost 40% of income over the COVID period, you can apply for tax exemptions. – On the radio.”

“I definitely did – I remember how I heard about it and that was through getting letters from the chamber of commerce.”

“I similarly remember ads talking about having certain criteria to qualify for it [a program].”

“Surtout pendant la première vague de la COVID, vers la fin. Surtout dans Internet. Je recherchais des informations et j’ai vu que le gouvernement a lancé un programme de subvention pour les entreprises et les travailleurs



autonomes comme quoi il y a des programmes de subvention.” (Especially during the first wave of COVID, towards the end. Especially on the Internet. I was looking for information and I saw that the government has launched a subsidy program for businesses and the self-employed that there are subsidy programs.)

Concept Testing

The campaign was well received and considered generally clear at communicating the availability of assistance programs.

Participants were presented with one advertising campaign concept that included three distinct components (namely a 15-second radio ad, a 30-second video, and four social media advertisements).

Overall Reactions

The following provides overall reactions to the campaign as a whole:

Initial Reactions to the Campaign

This campaign received mixed reactions, though mostly positive. Overall, the campaign was well received by participants in the Tourism/Hospitality sector, but not received as well by participants in the personal care sector. That said, negative reactions were most evident among English-speaking participants, and most notably among freelancers/those operating sole proprietorship businesses and those operating businesses out of their homes.

“It’s really encouraging for small business owners.”

“The word support was the word that stuck out – that the government is there to help, offering relief and support.”

« Il y a une continuité. Avec la radio on dit qu’il y a des programmes d’aide ciblés; dans la vidéo on comprend les secteurs; et avec les médias sociaux on en apprend plus. Ce n’est pas trois fois le même message mais ça se développe. Il y a une cohérence. » (There is continuity. The radio ad says that there are targeted aid programs; in the video we understand the sectors; and with the social media, we learn more. It's not the same message but it is building. There is consistency.)



There was felt to be diversity of types of people shown in the campaign, which was appreciated, though many commented that the diversity of businesses shown was not comprehensive, and that there should be greater visibility of different kinds of businesses.

“It would be better to have a montage or a range of different types of businesses so it feels more inclusive.”

Message Credibility and Clarity

The campaign’s message is clearly communicated and is considered credible and trusted, as well as being communicated in a positive tone. The advertising concept was deemed credible by nearly all participants due to the visible affiliation with the Government of Canada. Additionally, the messaging of the ad concept was clearly understood by most. The ad concept portrayed a clear message that the Government is offering support programs for small businesses. That said, those in personal care professions felt that the target was not clear, or that they were excluded from the messaging, due to mention of ‘retail’ and ‘restaurants’ in the content.

“It is fairly clear and well illustrated and it is easy to understand. There isn’t too much information.”

“Not sure who it applies to, and not sure if it’s applicable to me. There are always stipulations, so I wouldn’t go looking.”

“I liked the TV ad, but it could be more clear who the programs are for – if they are focused on business they should say that. I heard retail and restaurant and tuned out – it isn’t really for me.”

The tone was felt to be positive. While some felt that the words such as “recovery”, “program”, “subsidy”, “hire new workers”, “increase your employee’s wages or hours”, and “benefits” contributed to establishing a sense of hope, a few personal care participants in Ontario felt that the use of the word “recovery” suggested the Government is out of touch since participants felt their businesses were, at the time of the groups being conducted, very far away from recovery. These participants suggested updating the wording to use more empathetic word choices such as “Let’s work together” or “We recognize the struggles”. Similarly, a small number of participants felt that the campaign, featuring



“cheery” music, was overly positive if targeted at businesses who are suffering. By contrast, others felt that the happy tone led to a sense of optimism and support.

“La couleur est très calmant, pas agressive, c’est doux ça passe bien. Le fait d’avoir des animations colorées et inclusive est bien. J’accepte et je me sens plus pris en charge et que le gouvernement tente de m’aider. Et aussi un peu le ton d’espoir surtout avec les noms de programmes – relance, embauche.”
(The color is very calming, not aggressive, it's soft it goes well. Having colorful and inclusive animations is good. I accept and I feel more taken care of and that the government is trying to help me. And also, a bit of a hopeful tone especially with the names of programs – relaunch, hiring.)

“The music drove me insane. People aren’t going through good times, but the illusion from the music is trying to say ‘everything is ok’. There is a total disconnect, incongruency. I’d still look, but it’s trying to create an ‘everything is great’ feeling, but the people who need it are not doing well, so it seems fake.”

“The video was light and positive. People seemed happy – it says ‘support’ and ‘confidence’ – that they’re here to support you.”

Call to Action

The call to action was well understood, though deemed weak in some instances. While the campaign’s call to action (visiting the website to learn more about the economic recovery programs) was very clear to participants, it was not considered compelling to sole proprietorship operators or home-based businesses who were mostly represented in the personal care sector. While the visuals represent a wide range of individuals and businesses, it failed to be seen as inclusive to some types of businesses (e.g., home-based; small sole proprietorship) or more specific sectors (e.g., hotels, restaurants, massage therapists, travel agencies). Some of these participants suggested using words like ‘freelancer’, ‘entrepreneur’ should be used to make it applicable to them.

“I don’t believe what they are saying, so I wouldn’t look for more information. I believe there are benefits available but only to a select few. There are so many businesses – solo-entrepreneur businesses are not considered.”



“I didn’t see myself in here at all, they really need ads for home-based businesses. I’d still look [for more information] but I would be disappointed.”

Some of those who had previously applied or looked into government support programs and found that they were not eligible were somewhat less likely to indicate that they would visit the website to find out more, without reassurance that the program itself was new or eligibility had changed. That said, even among these individuals, there were some who indicated they would still check out the website to see if they might qualify, reinforcing that there is a clear call to action with this campaign.

The following provides an overview of the reactions to each of the campaign components:

Radio/Video

After seeing a selection of campaign materials (namely a 15-second radio ad and a 30-second video), participants were asked to describe what the campaign was trying to communicate.

Clarity of Messaging/Campaign Intent

Participants perceived the message of the campaign as an invitation to take part in the government’s programs that offer help to businesses that were affected by the pandemic. Participants felt that the message was clear, though some felt that the messaging misses numbers and facts that could encourage business owners to participate in programs by showing directly what they could gain. Participants understood a supportive and helpful message from both the video and radio ads, and understood the message to be that if they needed help, the government would try to help them. Across groups, the campaign was well received by participants in the Tourism/Hospitality sector, but not received as well by participants in the personal care sector.

Despite a positive message received, across groups, participants expressed that the campaign didn’t offer any new or surprising information, though many said it was a good reminder to continually check for new programs.

When asked if anything was confusing or unclear, participants felt that the message from both the radio and video were clear and concise. The imagery was perceived positively while there were mixed opinions about the pace and the quantity of information presented. Many participants expressed that the campaign covered everything, while others felt that it



was overwhelming and difficult to follow. They also felt that the radio ad was less confusing compared to the video because they had to focus only on audio. Moreover, participants expressed that the government tagging at the end of the video makes the campaign credible.

“This shows me the government is taking some kind of action for small businesses and for the businesspeople, and there is help, and there is support.”

“I think the main message is that there is support and the different areas they are offering help.”

“There was nothing surprising because I’ve already been seeing these kinds of ads on the TV, radio and paper ads.”

“The radio ad was very fast, I don’t recall it as clearly as the commercial.”

“L’information passe très vite et on est bourré d’info par les gouvernements. Ça a attiré mon attention mais ce n’est pas mémorable parce que l’information passe trop vite.” (The information is presented too quickly and we are swamped with information from governments. It grabbed my attention but it is not memorable because the information goes by too quickly.)

“Video was a bit surprising. Radio didn’t convey much except that there are programs – for who? How much? It’s a tricky balance between conveying things quickly and conveying enough.”

Relevance/Appeal

Participants felt that the concept was speaking primarily to small businesses that were impacted by the pandemic, and many participants felt that the message of the campaign was addressed to them. They expressed that the video and radio ads speak to business owners that were affected by the pandemic. Although some participants felt that the campaign speaks broadly to all industries, those in personal care, particularly small and home-based businesses didn’t feel the concept was relevant to them.



When seeing the different components of the campaign participants generally felt there was a positive tone communicated. The tone used in video and radio ads was described as reassuring, calming, and providing a positive outlook on the future.

“I think this ad speaks to small businesses and is directly related to restaurants, salons, tourism.”

“I like the softness of the colors used...It’s easier to look at.”

“It’s unspecific as to who this actually applies to – it’s covering a broad range. I would be hesitant to take a look because mostly everything I’ve looked at from the government did not apply to me.”

“I feel its speaking to others. I think if you are in the currently in the affected industry you already know what is out there.”

“Dans la publicité vidéo, on voit différents magasins ou commerces et des gens et oui, on peut dire que c’est pour tout le monde, monsieur et madame tout le monde, commerce ou public.” (We see different stores in the ads and people so we can say that this is targeting everyone, businesses or the general public.)

There were mixed opinions about using animation to showcase the state of businesses during COVID. Some participants thought it was negative, that the campaign needed real people to better demonstrate the situation of business owners, while others expressed that the animation was positive, surprising and grabs attention.

“It is an offering that is going to benefit it should be more authentic. Maybe use real people. We’re so disconnected already and then here you have these animated characters instead of real people.”

Call to Action

After seeing the campaign, participants felt that they would be likely to search and collect more information either by visiting the government’s website on the ads or by using Google to search for specific programs. That said, the call to action was felt to be somewhat weak for not providing a compelling enough reason to visit the website, notably that nothing was felt to be new or surprising. This was notably the case with businesspeople who were not



successful when applying for support or recovery programs offered since the beginning of the pandemic, who felt that they would not be eligible for programs now either.

“I would go and try to find more information – looking at the website shown in the ad.”

“Would check the site if there are any updates.”

“Same old yada yada. Nothing new. Wouldn’t stick with me, but would investigate. I’d consult with my partner – take a look. You hear about all these programs but not sure I’d qualify.”

“It should SAY that something has changed. Say it is new or there’s no reason to go look.”

Suggestions for Improvement

After discussions about the video and radio content, participants were asked for any suggestions on how these elements could be improved. Participants suggested that asking a question that business owners can relate to can make the campaign more engaging. They also had comments about the images, where they wanted it to be clearer that businesses shown in the concepts were affected by COVID, for example changing the “closed” sign to “closed due to COVID”. Others suggested that showing real business owners testifying about how the pandemic affected them would make the campaign more serious, relatable and effective. Participants also suggested that the radio ad could be longer so it would seem less busy and clearer. Terms “let’s work together” and “we recognize the struggles” were introduced by participants to make the campaign more personable and human.

“I think the radio message would reach more people if it had a noise or something to get peoples attention before sending [the] important message.”

“I would change the “recovery” one for someone applying for a job.”

“I think the first letter could be bolded in the programs. Since acronyms are commonly searched.”

“If we have more human in ads instead of graphics.”



“Show a message that really says ‘your government is supporting people like you, freelancers, solopreneurs and micro businesses. We want you to get back on your feet – there’s now more support available.’”

Social Media

Participants also evaluated a series of proposed social media posts and were asked for their reactions.

Clarity of Messaging / Campaign Intent

The message of this campaign was very clear for participants, with many indicating that it invited them to apply for government programs. Participants particularly noticed the word “apply” which encouraged them to click the link and search for more information on the website. Participants appreciated the amount of information shown in each post, especially the facts and numbers it presented.

“There is help out there for businesses. Better than the TV and radio because more information. Taglines at the top – good info and explains more.”

“Liked these more. Messaging is more clear. Highlighting the individual sectors or areas a bit more.”

“Feels like it’s showing us more detail. Really drawn to the fact that each post says ‘apply’.”

Another aspect that resonated with participants was the perceived personalization, whereby individual programs were showcased, causing participants to feel relevance. That said, the term “hardest hit” was felt to be too vague, causing some to question the program’s relevance to them.

“Hardest hit needs more clarity – what defines hardest hit? They should change it so you see more of who is eligible. Isn’t everyone hard hit?”

That said, some participants felt that the imagery was not relatable, and called for use of real people to underscore a serious tone.



“Have a real person. It feels too cartoony – don’t feel any relationship. Too fluffy and perfect and feel-good. Not relatable as a cartoon.”

When asked if anything was confusing or unclear, participants expressed that the social media posts are clearer at have more information than the video. They also expressed that the posts make it easier for them to search for more information, since it contains a link to the program. Social media posts were perceived short, catchy, and straightforward.

“The ads clearly show there is more than one program available.”

“Social media is the most eye catching as everyone uses social media, and the ads look updated.”

“I think the ads do what they are supposed to do. It grabs our attention....It’s nice to know there is help and that we have to seek the help.”

There was some lack of alignment between the imagery and the messaging, particularly for the gym situation, which was felt to show a worker at a place of business, which seemed at odds with the idea of a ‘lockdown’.

“I don’t like the picture of the worker in lockdown. If he’s at the gym he is working, he’s not in lockdown. He should be at home, or the picture should say the gym is closed because of COVID.”

Relevance / Appeal

Participants were asked who the campaign was speaking to, and the concept was generally felt to be speaking to local small business owners. Participants indicated that the social media posts were talking to them, particularly given that each post targeted a different industry. That said, some smaller businesses, particularly in personal care, did not feel included in the posts.

“General business owner. Targeting local businesses – small private guy.”

“I would have thought it would be targeted at me, and I’d be keen to see if I qualified. But it really doesn’t seem like it applies to me.”



The tone of the campaign was perceived to be welcoming, friendly and fun, though some also described them as boring and dull due to the muted colours. Indeed, there were mixed opinions about the colors used. Some participants felt that the colors made the posts look calm, others expressed that it was not attractive and even depressing because of the static format and the dull colours. To some, the campaign lacked a strong component (a “hook”) that would make the posts memorable.

“Overall positive reaction, fairly easy to understand and speaks directly to business owners.”

“The design is concise.”

“The lighter background is more appealing.”

“This feels more targeted to me since its telling me to apply.”

“C’est pour les travailleurs en cas de confinement; ceux qui ont des problèmes d’embauche; les entreprises qui sont touchés comme nous la coiffure. Ça s’adresse à moi dans mon domaine mais pas pour moi parce que je n’ai pas été trop touché par la pandémie.” (It is for workers that were in confinement; those with hiring problems; companies that are affected like us hairdressers. It's for me in my field but not for me because I haven't been too affected by the pandemic.)

Call to Action

The campaign’s purpose was felt to be encouraging participants to search for information directly from the government’s website. Participants indicated that they felt more likely to take action after seeing the posts, especially given that the link is easily accessible. Many understood the advertisement’s purpose to be inviting them to visit the link Canada.ca/coronavirus to learn more information about the recovery programs.

“I would probably go to the website, I’m more drawn. There is a website, I’ll just visit it, I don’t need to google.”

“It’s an easy way to access the website, compared to the radio or TV because there is a direct link.”



“C’est plus clair, précis et ciblé; j’en apprend beaucoup plus mais je ne suis pas concernée par les quatre publicités. Ça me donnerait envie d’aller cliquer sur le canada.ca mais comme je suis déjà au courant des programmes je n’irais pas.” (It is clearer, more precise and more focused; I learn a lot more but I’m not affected by the four ads. It would make me want to go click on the canada.ca but as I am already aware of the programs I would not go.)

Suggestions for Improvement

After reviewing the social media posts, participants offered suggestions for how they could be improved. To start, some suggested that it could be more memorable and relatable if the posts showed real Canadians’ experience with the pandemic. Another suggestion included to show a broad range of possible programs across a larger series of posts, or to showcase that the program highlighted is just one of however many programs actually exist. When looking at the content, participants want to more easily notice the link, suggesting that it could be bolder. Participants also suggested that each link should be a direct link to the program it’s referring to. Others suggested statements to grab people, such as “Learn More”, “Apply Now”, or “See if you qualify”. Finally, there were suggestions for the posts to pose a question to draw in the viewer, and to include a phone number to contact for more information.

“Make the background colors a little more different so that it could stand out more, help grab my attention and so I could remember it more.”

“I would like to see a phone number on the ads. When you have a different situation sometimes its easier to reach out and talk to someone other than filling out a form.”

“Maybe offering something like ‘Don’t know if you qualify?’ or ‘Looking for more help?’ or ‘You need assistance?’ Something to offer more, to give you something to push you to look into it.”



Conclusions and Direction

Overall, the different ads were perceived positively, and the message was clear although some updates could be made by Finance Canada based on the research findings:

Provide a stronger and more compelling call to action by clearly identifying the reasons to visit the website or seek more information (e.g., find out if you are eligible).

If relevant, consider mentioning that information on new programs or expanded benefits are available online, to elicit the interest of experienced program applicants and those who believe they already know what programs and benefits are available. Further, to make the ads more compelling, consider including testimonies in TV and radio ads to make business owners more confident and interested to look for information about government's programs.

Although listing a full range of applicable industries is likely not possible, a tagline that elicits interest such as “find out if these new programs might apply to you” may cause some to research the applicability of the program.

Include more numbers and facts to the social media posts that show how much business owners can gain from applying to programs.

Clearly identify the reasons to visit the website or seek more information (e.g., find out if you are eligible). If relevant, consider mentioning that information on new programs or expanded benefits are available online, to elicit the interest of experienced program applicants and those who believe they already know what programs and benefits are available. If highlighting a single program in a social media post, consider showing that it is just one of many other programs available, again to elicit interest and drive traffic to explore programs. In addition, make the radio and TV ads less busy to make it easier for businesspeople to understand the overall message of the campaign especially that businesspeople usually aren't fully concentrated when they watch TV or listen to the radio.

Consider better aligning the text and the visual.

This is recommended specifically in terms of the type of business and the program eligibility (for example, showing a worker at home for the Worker Lockdown Benefit program).



Give preference to calm and soothing, yet bright colours, to convey a positive, reassuring and hopeful tone throughout the various components of any campaign.

While a tricky balance to strike, it is important to show a message or feeling of hope, while also demonstrating the seriousness of the topic, and empathy for businesses that may be suffering from COVID-related stresses. A calm, reassuring and supportive tone worked well.

Appendix A:

Recruitment Screener

Finance Canada: Business Recovery Response Plan Ad Campaign Study Screener – FINAL

Name: _____

Daytime phone: _____ Evening phone: _____ Cell: _____

Email: _____

Organization: _____ Position: _____

Audience: _____

SECTION 1: Schedule & Specifications**NETFOCUS GROUP SCHEDULE**

Date	Group	AST	EST	Participant Time	Audience	Language	Moderator
Thur. Jan. 27	1	10:00AM	9:00AM	9:00AM	QC: Tourism/Hospitality	FR	CP
	2	9:00AM	8:00AM	9:00AM/8:00AM	AC/ON: Tourism/Hospitality	EN	MB
	3	11:00AM	10:00AM	11:00AM/10:00AM	AC/ON: Personal Care	EN	MB
	4	12:00PM	11:00AM	11:00AM	QC: Personal Care	FR	CP
	5	1:00PM	12:00PM	11:00AM/10:00AM/9:00AM	Prairies/BC: Tourism/Hospitality	EN	MC
	6	3:00PM	2:00PM	1:00PM/12PM/11:00AM	Prairies/BC: Personal Care	EN	MC

Specification Summary

- | | |
|---|---|
| <ul style="list-style-type: none"> • Six (6) online focus groups in total. • Four (4) English groups; two groups in each of the following markets: <ul style="list-style-type: none"> ○ West/Prairies (MB; SK; AB; BC) ○ Ontario/Atlantic Canada (NL; NB; NS; PE & ON) • Two (2) French groups in the following market: <ul style="list-style-type: none"> ○ Quebec • In each market, one group with respondents working in the Personal Care sector; and one group with respondents working in the Tourism & Hospitality sector | <ul style="list-style-type: none"> • Mix of locations in each group. Aim for mix of rural/urban in each group • Incentive: \$200 per participant • Access to desktop, laptop, or computer tablet. No smartphone use permitted. • Nine (9) recruited per group • Group discussion lasts up to 90 minutes |
|---|---|

RECRUITER NOTE - WHEN TERMINATING AN INTERVIEW, SAY: "Thank you very much for your cooperation. We are unable to invite you to participate because we have enough participants who have a similar profile to yours."

RECRUITER NOTE: If a respondent wishes to verify the validity of the study, please contact:

Narrative Research: 888-414-1336; focusgroups@narrativeresearch.ca

NOTE THAT THROUGHOUT THE SCREENER, INSTRUCTIONS APPEAR BELOW EACH QUESTION

SECTION G: General Introduction

Hello, my name is _____ and I am calling on behalf of Narrative Research, a national market research company. Let me assure you that we are not trying to sell you anything. As part of a research project that we are conducting on behalf of the **Government of Canada**, we are looking for business owners or managers in the **[GROUPS 1, 2, 5: tourism and hospitality industry]** and **[GROUPS 3, 4, 6: personal care sector]** to take part in a small **online** group discussion on **January 27th during the daytime**. Those who qualify and take part in the focus group will receive a **\$200** financial incentive. Is this something you might be interested in?

Yes 1

No 2 **THANK & TERMINATE**

Do you prefer to continue in English or French? / Préférez-vous continuer en français ou anglais?

RECRUITER NOTE - FOR ENGLISH GROUPS, IF PARTICIPANT WOULD PREFER TO CONTINUE IN FRENCH, PLEASE RESPOND WITH: « Malheureusement, nous recherchons des gens qui parlent anglais pour participer à ces groupes de discussion. »

« Nous vous remercions de votre intérêt. » OR « Désirez-vous que l'on communique avec vous à nouveau afin de vous inviter à participer à un groupe de discussion en français? »

The purpose of this group discussion is to hear people's views on communications materials currently being developed. Participation in this research is voluntary and completely anonymous and confidential. No attempt will be made to sell you anything or change your point of view. The format of the focus group is an informal online small group discussion led by a professional moderator. May I ask you a few quick questions to see if you have the profile we are looking for? This should take about 6 or 7 minutes.

Yes 1

No 2

INSTRUCTIONS: If no, thank & terminate

SECTION B: Business Profiling Questions

Are you the owner or manager of a business in the tourism and hospitality industry or in the personal care sector?

Yes, personal care 1

Yes, tourism and hospitality 2

No 3

B1 INSTRUCTIONS: If no, thank & terminate

Is your business involved in any of the following sector?

- Hair care and esthetic services1
- Hair replacement and scalp treatment services...2
- Massage services3
- Diet counselling services4
- Ear piercing services5
- Accommodations.....6
- Food and beverage7
- Hospitality8
- Tourism9
- Fitness and recreation sports centre10
- Other (Specify: _____)99
- None of the above.....96

B2 INSTRUCTIONS: If NONE (code 96), Thank & Terminate; If Codes 1-5, consider for Personal Care groups. If Codes 6-10, consider for Tourism & Hospitality groups. Max 2 per groups for code 10. If OTHER (code 99), put on hold and verify with the supervisor to see if the sector applies. Aim for a mix of sectors in each group.

How many employees work for your business in total (for all locations)? [NOTE TO RECRUITERS; IF FRANCHISE, RECORD THE FNUMBER OF EMPLOYEES FOR THE FRANCHISE]

- Between 1 and 10.....1
- Between 11 and 50.....2
- Between 51 and 1003
- More than 100.....4

B3 INSTRUCTIONS: If “More than 100” (Code 4), thank & terminate. Aim to recruit a mix in each group

In which community or province is your primary work location?

RECORD: _____

B4 INSTRUCTIONS: Recruit mix of locations in each group; aim for a rural/urban mix

What is the name of your company? *Note that this information will be kept confidential and will only be used to ensure we do not include more than one individual from the same organization.*

RECORD: _____

B5 INSTRUCTIONS: Only one individual per organization across all groups

SECTION P: Profiling Questions

The next questions will ensure that we have different profiles of participants taking part in the focus group, in addition to having diverse business profiles.

Into which age group are you?

- Less than 18..... 1
- 18-29 2
- 30-39 3
- 40-49 4
- 50-59 5
- 60-65 6
- More than 65 years old 7

P1 INSTRUCTIONS: If LESS THAN 18 or MORE THAN 65, thank & terminate; Aim for a mix in each group

Are you...?

- Male 1
- Female 2
- Gender diverse 3

P2 INSTRUCTIONS: Recruit mix in each group

What is the highest level of education that you have completed?

- Some high school only 1
- Completed high school 2
- Some college/university 3
- Completed college/university 4
- Post-graduate studies 5
- Prefer not to answer 8

To make sure that we speak to a diversity of people, could you tell me what is your ethnic background?

- Caucasian..... 1
- Chinese 2
- South Asian (i.e. East Indian, Pakistani, etc) 3
- Black 4
- Filipino 5
- Latin American..... 6
- Southeast Asian (i.e. Vietnamese, etc) 7
- Arab 8
- West Asian (i.e. Iranian, Afghan, etc)..... 9
- Korean 10
- Japanese 11
- Indigenous people (First Nations, Métis, or Inuit) 12
- Other (please specify) 13
- Prefer not to say 14

P3 INSTRUCTIONS: Code all that apply. Aim for a mix.

SECTION N: Netfocus Questions

The discussion groups for this project will be conducted over the phone and online simultaneously and will require the use of a laptop, desktop computer or computer tablet to login to a website and a telephone line (landline or cell phone, separate from your computer) to join a conference call for the duration of the focus group session. Note that you can use a smart phone to join the conference call but not to login on the web meeting, as the screen size is too small to see the material that will be shared with participants.

Do you have access to a laptop, desktop computer or a large computer tablet with high-speed Internet to take part in this focus group? *Note that you cannot login to the web platform using a smartphone.*

Yes1
No2

NF1 INSTRUCTIONS: If no, thank & terminate

Once you are online for the session you will also be required to join a separate telephone conference call to be connected to the discussion with the rest of the group. You will need to use a telephone line and **NOT** your computer audio. Will you have access to a dedicated telephone (either landline or cellular) located near your computer to join the conference call? *Note that you will not incur long-distance charges.*

Yes1
No2

NF2 INSTRUCTIONS: If no, thank & terminate

You will need to be in a place that is quiet and free of distractions for the duration of the session. This includes ensuring you can be on your own, without pets or other people nearby and in a quiet room. You will not be able to take part in the focus group from an outdoor area, a vehicle, or a public place, as these locations are too noisy. Are you able to secure a quiet and private environment without distractions or noises for the duration of the focus group session?

Yes1
No2

NF3 INSTRUCTIONS: If no, thank & terminate

INSTRUCTIONS FOR NF1-NF3 THANK & TERMINATE: Based on your responses, we are unable to invite you to take part in this online focus group, as you do not meet the technical requirements. We thank you for your interest in this research.

SECTION R: Previous Focus Group Experience Questions

I just have a few more questions about your past participation in market research...

Have you ever attended a group discussion or interview for which you received a sum of money?

- Yes 1 **CONTINUE – Max 5 per group**
 No 2 **Go To SECTION I: Invitation**

When was the last time you attended a group discussion or interview?

How many groups or interviews have you attended in the past 5 years?

What was the subject(s) of the focus group(s) or interview?

AIM TO RECRUIT SOME PARTICIPANTS WHO HAVE NOT:

- been to 5 or more groups in the past 5 years
- attended a focus group in the past six months.

SECTION I: Invitation

Based on your responses so far, we would like to invite you to participate in a small group discussion that will be conducted simultaneously over the telephone and online at **<INSERT TIME>** on **<INSERT DATE>**. The session will bring together 6 to 9 business owners or managers and it will last between 90 minutes and 2 hours. The discussion will be about communications materials currently being considered by the Government of Canada and you will receive **\$200** in appreciation for your time. To take part, you would simply log on to a secure website from your computer and at the same time join in a group discussion on the phone via conference call.

Are you available and interested in taking part in this focus group?

- Yes 1
 No 2

I1 INSTRUCTIONS: If NO, thank & terminate

The discussion in which you will be participating will be audio recorded for research purposes only. Be assured that your comments and responses are strictly confidential and that your name will not be included in the research report. Are you comfortable with the discussion being audio recorded?

- Yes 1
 No 2

I2 INSTRUCTIONS: If NO, thank & terminate

There may also be employees from the Government of Canada and the marking firm they are working with, who will be listening in on the discussion. They will not be given the last names of participants or the name of the company they work for. Are you comfortable with having observers?

Yes 1
No 2

I3 INSTRUCTIONS: If NO, thank & terminate

The group discussion will be held [GROUPS 2, 3, 5, 6: in English] [GROUPS 1 & 4: in French]. Participants may also be asked to read text, write responses and/or review images during the session. Are you able to take part in these activities [GROUPS 2, 3, 5, 6: in English] [GROUPS 1 & 4: in French] on your own, without assistance?

Yes 1
No 2
I am unsure 8

I4 INSTRUCTIONS: If NO or UNSURE, thank & terminate

Could we please confirm the email address where we can send you the detailed instructions for logging in to the group?

Record email address (and verify): _____.

We will send you the instructions by email at least 1 day in advance of the group. The group discussion will begin promptly at <TIME> and will last **between 90 minutes and 2 hours**. Please log in 15 minutes in advance to ensure that the session is not delayed. If you arrive late, we will not be able to include you in the discussion and you will not receive the financial incentive.

As mentioned, we will be pleased to provide everyone who participates with **\$200**, provided by e-Transfer or cheque, as you'd prefer. It takes approximately 3 business days to receive an incentive by e-Transfer or approximately 2-3 weeks following your participation to receive an incentive by cheque.

Would you prefer to receive your incentive by e-Transfer or cheque?

e-Transfer 1
Cheque 2

I5 INSTRUCTIONS: If E-TRANSFER, continue to I6; If CHEQUE, skip to I7

Could you please confirm the e-mail address where you would like the e-transfer sent after the focus groups, as well as the proper spelling of your name? note that the e-transfer password will be provided to you via email following the group.

RECORD EMAIL ADDRESS: _____
RECORD FIRST NAME: _____
RECORD LAST NAME: _____

Could I have the mailing address where you would like the cheque mailed after the focus groups, as well as the proper spelling of your name?

Mailing address: _____

City: _____

Province: _____ Postal Code: _____

First name: _____ Last name: _____

As these are very small groups and with even one person missing, the overall success of the group may be affected, I would ask that once you have decided to attend that you make every effort to do so. If you are unable to take part in the study, please call _____ (collect) at _____, or email _____ as soon as possible so a replacement may be found. **Please do not arrange for your own replacement.**

So that we can call you to remind you about the focus group or contact you should there be any last-minute changes, can you please confirm your name and contact information for me?

First Name: _____

Last Name: _____

Email: _____

Cell Phone: _____

Home Phone: _____

Work Phone: _____

I8 INSTRUCTIONS: Insert information already collected, for confirmation. If the respondent refuses to give his/her first or last name or phone number please assure them that this information will be kept strictly confidential in accordance with the privacy law and that it is used strictly to contact them to confirm their attendance and to inform them of any changes to the focus group. If they still refuse THANK & TERMINATE.

Thank you for your interest in our study. We look forward to hearing your thoughts and opinions!

Attention Recruiters

Recruit 9 respondents per group

CHECK QUOTAS

Ensure participant has a good speaking (overall responses) ability-If in doubt, DO NOT INVITE

Do not put names on profile sheet unless you have a firm commitment.

Repeat the date, time and verify email before hanging up.

Confirming – DAY BEFORE GROUP

1. Confirm in person with the participant the day prior to the group– do not leave a message unless necessary
2. Confirm all key qualifying questions
3. Confirm date and time
4. Confirm they have received the login instructions and completed the diagnostic test

Appendix B:

Moderator's Guide

Government of Canada's Business Recovery Response Plan Advertising Campaign Testing
Moderator's Guide – FINAL
NETFOCUS GROUP SCHEDULE

Study Goals (*Confidential – Not read to participants*)

- *Finalize and refine the creative materials that will be used for the advertising campaign, including:*
 - *Understanding the main message of the materials*
 - *Ensuring the tone is appropriate*
 - *Confirming the language is clear and easy to understand*
 - *The materials convey the programs intended for the target audiences*

Introduction

10 minutes

- **[SLIDE 1] Welcome:** Introduce Narrative Research as an independent marketing research company; introduce self and function of a moderator
- **Topic & Sponsor:** Today I'd like to explore your thoughts on advertising that is currently being considered by the Government of Canada
- **Length:** Discussion will last about 1.5 hours
- **[SLIDE 2] Process:** Netfocus group (discussion by phone; material shown on the computer screen); all opinions are important; no right/wrong answers; need to understand agreement/disagreement; talk one at a time
- **Logistics:** Session recording; government employees as observers (not taking part in discussions)
- **Confidentiality:** Individual comments are confidential; no names in report; voluntary participation; ask participants to keep content of discussion in confidence
- **[SLIDE 3] Platform Tools:** raise hand, agree/disagree function; rejoining the conference call if necessary (practice use of raising hand agree / disagree buttons). Written chat for participants.
- **[SLIDE 4] Participant Introduction:** Sector you work in; in which city/community; how long have you been working in that sector

General Discussion

10 minutes

[SLIDE 5] Before we look at the ideas for an advertising campaign...

- I would like to know if, in the last couple of years, you remember having seen or heard any advertisements about government support or incentive programs for businesses and workers related to COVID-19?
 - If so, what do you remember about those ads? *Probe for recall of program or incentive name, ad message and what caught their attention*
 - Where have you seen or heard those?

Creative Testing – Video and Radio

30 minutes

[SLIDE 6-7] As I mentioned earlier, I'd like to show you communication materials that could be used by the Government of Canada for an advertising campaign being considered. This campaign includes one **video** that could be seen on television or online, one **radio** commercial, and a series of **social media** posts. We'll evaluate the video and radio components first, then turn to the social media.

[SLIDES 8-10] Hold your thoughts as I show you the ads. Once I am done, I will ask for your individual opinion before we discuss the concept as a group. Please pay attention to both **the message** and **how it is communicated**, as we will be discussing and focusing on those aspects. Let's start with the video and the radio commercial. **PLAY VIDEO AND RADIO TWICE AND REPLAY DURING THE DISCUSSION AS NEEDED.**

AFTER THE PRESENTATION OF THE CONCEPT: Before we talk about this idea, take a moment to answer, each on your own, the questions you see on the screen. Think about the two aspects of the campaign as a whole when answering the questions – video and radio. Keep in mind, I can see your responses, but other participants will not.

Indicate on a 1-10 scale the extent to which the statement aligns with what you think (where 1 means “not at all” and 10 means “absolutely”):

- [POLL 1 – ATTENTION] These ads grab my attention.
- [POLL 2 - MEMORABILITY] I would remember these ads.
- [POLL 3 - CLARITY] It's clear to me what these ads are saying.
- [POLL 4 – MOTIVATIONAL] I am interested in finding out more about government programs after seeing these ads.

AFTER THE EXERCISE: Now let's talk about your reactions together...

Overall Reactions:

- What one or two words come to mind after seeing and hearing these?
- How would you describe this campaign to a friend; what would you say about these ads?
- What, if anything, grabs your attention? Why?

Intent/Message/Credibility:

- What is this campaign trying to communicate? What does it suggest about government programs? Are the video and radio communicating the same thing? If no, how are they different?
- Do you believe what they say? Why/why not?
- Is anything surprising? Have you learned anything?
- How would you describe the tone?

Clarity/Appropriateness:

- Is anything unclear, confusing or problematic?

Relevance/Appeal:

- Who are these speaking to: you, or someone different? **IF NOT THEM:** Why not you?
- What would it take for you to feel (even) more compelled by this message? **Probe for message/tone**

Design

- What do you think of the imagery, the settings and situations shown?
- In terms of design, are there elements from each of the pieces shown (video; radio) that work well or doesn't work? Which ones and why? **REVIEW EACH COMPONENT ONE AT A TIME; PLAY VIDEO AND/OR RADIO AGAIN IF NEEDED**

Intended Call-to-Action/Memorability:

- What, if anything, would you do after seeing these ads?
 - What (else) is it asking people to do?
- Where would you go for more information about these programs?
- To what extent is this memorable or not?
- What would make this idea stronger?

Creative Testing – Social Media**20 minutes**

Now let's turn to the social media ads. **MODERATOR TO SHOW EACH OF THE POSTS INDIVIDUALLY, THEN SHOW A COLLAGE OF ALL SIX**

Before we talk about these ads, take a moment to answer, each on your own, the questions you see on the screen. Think about all of the social media posts as a whole when answering the questions. Keep in mind, I can see your responses, but other participants will not.

Indicate on a 1-10 scale the extent to which the statement aligns with what you think (where 1 means "not at all" and 10 means "absolutely"):

- [POLL 5 – ATTENTION] These posts grab my attention.
- [POLL 6 - MEMORABILITY] I would remember these posts.
- [POLL 7 - CLARITY] It's clear to me what these posts are saying.
- [POLL 8 – MOTIVATIONAL] I am interested in finding out more about government programs after seeing these posts.

AFTER THE EXERCISE: Now let's talk about your reactions together...

Intent/Message/Credibility:

- What message do these posts convey? How does it compare to that of the video and radio ads?
- What, if anything, grabs your attention across these posts? Why?
- Is anything surprising? Have you learned anything?

Clarity/Appropriateness:

- Is anything unclear, confusing or problematic?

Relevance/Appeal:

- Who is this speaking to – the same people as for the video and radio ads, or different?
- How would you describe the tone?

Design

- What do you think of the imagery, the settings and situations shown?
- In terms of design, are there elements from each of the posts that work well or don't work? Which ones and why? **REVIEW EACH POST**

Intended Call-to-Action/Memorability:

- What, if anything, would you do after seeing these posts?
 - What (else) is it asking people to do?
- Do you feel compelled by the posts? Would you click on any? Why, why not? To what extent is this memorable or not?

Creative Testing – Final Thoughts

10 minutes

Now that we've seen all components of the campaign - the video, radio and social media, I'd like to take a few minutes to discuss the campaign as a whole. **MODERATOR TO SHOW COLLAGE OF ALL CAMPAIGN COMPONENTS**

- What would it take for you to feel (even) more compelled by this campaign? **Probe for message and tone**
- What would make these ads stronger?
- Any final suggestions on how the Government could inform businesspeople like you about these programs?

Thanks & Closure:

[SLIDE 22] *That's all my questions; thank you for taking part in our discussion. We will follow up with you regarding the incentive. Note that once finalized, the study report for this project will be available to the public through a government agency called Library and Archives Canada.*

Appendix C:

Materials Tested



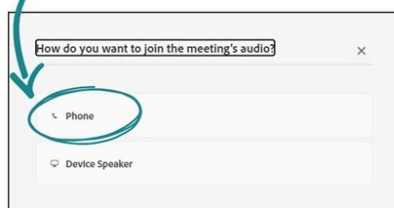
Welcome to the focus group!

Make sure you are using a desktop or laptop computer or a computer tablet for this session.

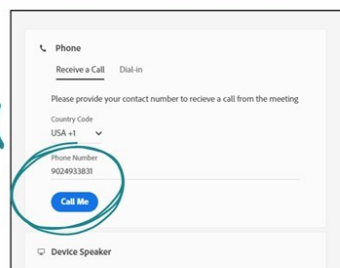
If you are on the phone & speaking with the moderator, you are all set!

Otherwise, follow a 2-step process to join the call when a window pops up on your screen:

1 Click on PHONE



2 Enter your phone number and click on CALL ME



Introduction



Your participation is **voluntary** and your comments are **confidential**.



By participating you give consent to have the session **audio recorded**.



You are **not identified** during the session and in the report.



There are **clients listening** in on our discussion. They don't know who you are.

Tools



Raise your hand before speaking and **lower it** once you have shared your thoughts with the group. Speak one at a time.



If you **loose the call**, click on the phone icon and follow instructions.



When appropriate, use the **thumb up or down** to comment on what is being said.



Mute and unmute your speaker when instructed by the moderator.



Muted



Unmuted

Tell us about yourself

- *Sector you work in*
- *How long you have been working in that sector*
- *In which community you work*


General Discussion

Creative Testing: Video & Radio


***Let's watch the video...
... and then listen to the radio commercial***

Video


Tourism and Hospitality Recovery Program



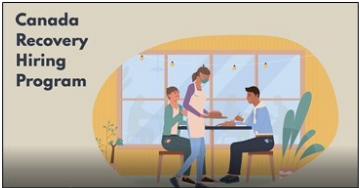
Hardest-Hit Business Recovery Program




Worker Lockdown Benefit




Canada Recovery Hiring Program

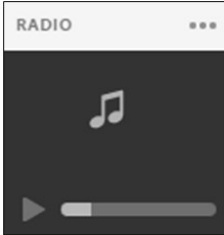


canada.ca/coronavirus





Radio



Creative Testing: Social Media



 **Department of Finance Canada**  Sponsored · Paid for by Department of Finance Canada/Ministère des Finances Canada · 

Learn more about the program to help you hire new workers or increase your employees' wages or hours.

Apply for the Canada Recovery Hiring Program.



canada.ca/coronavirus 

CANADA.CA/CORONAVIRUS
Canada Recovery Hiring Program
Find out if you are eligible!

[Learn more](#)

 **Department of Finance Canada**  Sponsored · 

Canadians who are unable to work due to public health lockdowns or restrictions may be eligible for the Worker Lockdown Benefit.

Apply for the Worker Lockdown Benefit



canada.ca/coronavirus 

CANADA.CA/CORONAVIRUS
Lockdown due to public health measures?
Find out if you are eligible.

[Learn more](#)

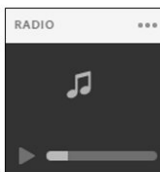


Social Media

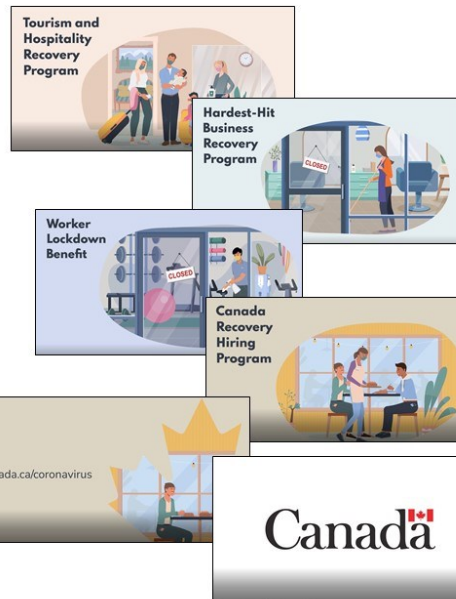


The Campaign as a Whole

Radio



Video



Social Media





Thank you!