

*An analysis on the marketing communication of the Dutch Ministry of Defence
to attract high-educated women to work as an officer.*



Marije van Wetten, 14013363

Supervisor: N.A. Ariëns

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The Hague University of Applied Sciences

Faculty of Management & Organisation

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"Women's peacefulness is at least as mythical as men's violence."

– Sara Ruddick (as cited in Dutch National Action Plan, 2007, p. 13)

Colophon

Data student

Name: Marije van Wetten
Address: Koningstraat 15
2316 CC, Leiden
Phone number: +316 28 72 85 92
Student number: 14013363
Education: Bachelor European Studies

Data education

University: The Hague University of Applied Sciences
Address: Johanna Westerdijkplein 75
2521 EN, The Hague
Supervisor: Nicolien Ariëns
Email: n.a.ariens@hhs.nl

Executive summary

This bachelor final project examines how the Dutch Ministry of Defence could enhance the number of female officers within in the organisation. The Dutch Ministry of Defence represents safety and peace in- and outside of the Netherlands. In the organisation, women are rarely represented. In 2017, solely 13,5 per cent of the employees at the defence were women. To attract a higher number of high-educated, this final project recommends a development of the marketing communication. The recommendations are based upon literature, interviews and a survey.

Literature research showed that gender diversity within the organisation is important for several reasons. Not only will women change the military paradigm of the defence, being a men's world, women also bring new capabilities into military operations. Women, for instance, are needed in caretaking and are more likely to gather critical information from local women during missions.

In regards to the currently used marketing communication of the organisation, the interviews showed that the Dutch Ministry of Defence is active online as well as offline. Online, the organisation has an Instagram account and a YouTube channel where informative videos are uploaded. Additionally, women video campaigns are launched, which is one of the organisation its best practice. Offline, the Dutch Ministry of Defence organises Ladies Nights, attends career fairs and gives guest lectures at colleges.

The respondents of the survey, high-educated women, indicated that their preferred marketing communication approach is a combination of a video campaign and activities on the street linked to the organisation. In the video campaign, factors that should be included, according to the respondents, are emotion, personal identification with the campaign and clear information about the organisation. Literature showed that trends in marketing communication under millennials are engagement, visualisation and personal advertisements. Moreover, technology offers various opportunities, as live videos, virtual reality, vlogs, artificial intelligence and chatbots.

Originated from the conclusion of the survey, supplemented by the interviews and literature, recommendations for a development in the marketing communication were written. Online, the video campaign is important. Female offices of different disciplines will be filmed while they state what their job is. To show emotion, the proudness of family and friends towards the female officers will be showed. The end screen promotes the offline event. This event consists of several activities to inform women about the organisation and let them experience the defence its world by using VR. Additionally, live videos are showed from female officers at their job, several tests can be taken and open vacancies are shared.

Table of contents

Colophon	3
Executive summary	4
Preface	6
1. Introduction	7
1.1 Motivation and relevance	7
1.2 Objective.....	7
1.3 Problem definition.....	7
1.4. Sub questions	8
1.5 Final project layout.....	8
2. Theoretical framework	9
2.1 Review of literature	9
2.2 Buyer-readiness stages and the AIDA model	11
3. Methodology	13
3.1 Desk research	13
3.2 Field research	14
3.2.1 Interviews	14
3.2.2 Survey	15
4. Marketing communication analysis	17
4.1 General conscription	17
4.2 Trends in marketing communication	17
4.3 Technological trends and developments	18
4.4 Marketing communication analysis of the Dutch Ministry of Defence.....	20
4.5 Marketing communication analysis of the German Ministry of Defence	22
4.6 Survey findings	25
4.7 Research analysis.....	30
5. SWOT of the Dutch Ministry of Defence	34
6. Conclusion	37
7. Recommendations	39
8. Future research	42
References	43
Appendices	46

Preface

Before you lies the final project “An analysis on the marketing communication of the Dutch Ministry of Defence to attract high-educated women to work as an officer.” This final project is written for the Dutch Ministry of Defence and contains an indication of a possible direction for the marketing communication. The basis therefore are a held survey and done interviews. It has been written to fulfil the graduation requirements of the Hague University of Applied Sciences. I was engaged in researching and writing this final project from September to December 2018.

The research was interesting and by conducting extensive investigation the answer of the research question could be given. During the period of writing this final project, the assignment provider of the Dutch Ministry of Defence was not included as I was not participating in daily activities at the organisation. Fortunately, N.A Ariëns was available and willing to answer all my queries.

I would like to thank my supervisor N.A Ariëns for her guidance and support during this process. The weekly meetings helped me by writing this final project and gave me confidence. I also wish to thank S. van Opstal and P. Martens who were willing to do an interview. Additionally, I would like to thank the respondents for cooperating in the survey. Without all their cooperation I would not have been able to conduct this final project.

I hope you enjoy reading.

Marije van Wetten

Leiden, December 19, 2018

1. Introduction

1.1 Motivation and relevance

This bachelor final project examines how the Dutch Ministry of Defence could interest more women to work as an officer at their organisation. Dutch Ministry of Defence is an organisation that represents the safety and peace in- and outside of the Netherlands. (Ministerie van Defensie, 2018). To become an officer, the employee needs to be graduated on an HBO/WO level. The employee report of the Dutch Ministry of Defence (2017) shows that out of 55.596 employees at the defence solely 7.499 were women, which is 13,5 per cent, as of the first of January 2018 (Ministerie van Defensie, 2017). The cabinet developed a policy to equally divide man and women over the top functions within organisations. Therefore, bigger companies need to follow the target figure stated by the policy. At least 30 percent of the top functions should be employed by women (Bussemaker, 2015). In the Dutch Ministry of Defence, solely five per cent female soldiers have a rank of major/naval lieutenant-commander or higher (Ministry of Defence, 2007). To follow the policy, the Dutch Ministry of Defence seeks to achieve a team in which 30 per cent of the top employees are women (Rigter, 2018). Research done by the Dutch Ministry of Defence concluded that women often do not realise that they are needed in the defence. Women assume the defence is a men's world, in which fighting is the only function and do not realise what other functions are available within the defence (Ministerie van Defensie, 2018). Accordingly, the Ministry of Defence needs to target women, who are high-educated, to increase the gender diversity within the organisation. Therefore it is interesting to develop a possible direction of the marketing communication that attracts the attention of these women to the Dutch Ministry of Defence.

1.2 Objective

The aim of this final project is to research how the Dutch Ministry of Defence could interest more women to be an officer. The outcomes of this study are written advices and recommendations for the Dutch Ministry of Defence regarding the enhancement of women. The purpose of the results is to offer the Dutch Ministry of Defence an indication of a possible direction for the marketing communication that could accomplish their goal.

1.3 Problem definition

The central question that this research addresses is:

“How can the use of the AIDA model indicate a possible direction of the marketing communication to increase the number of high-educated women working as an officer at the Dutch Ministry of Defence?”

1.4. Sub questions

Seven sub questions are significant to answer the central question:

- 1) How important is gender diversity within Ministry of Defence?
- 2) What marketing communications has the Dutch Ministry of Defence applied to target women?
- 3) What are the best practices in marketing communication from the Dutch Ministry of Defence to target high-educated women?
- 4) What are the best practices in marketing communication from the German Ministry of Defence to target high-educated women?
- 5) What factors influence the interest in a job or organisation by high-educated women?
- 6) What marketing approach is preferred by high-educated women?
- 7) How can the marketing communication become successful?

To answer these sub questions, this thesis looks at high-educated, Dutch women and their idea about a job as an officer at the Dutch Ministry of Defence. Furthermore, different surveys were conducted to assess the influential reasons on the job application at the Ministry of Defence by high-educated women. To understand the influential reasons to apply for a job at the defence, it is of great importance to firstly understand their thoughts about the Dutch Ministry of Defence. Ultimately, the results of various studies on female motivations to apply for a job as an officer and the importance of gender diversity within the Ministry of Defence were reviewed.

1.5 Final project layout

This final project consists of eight chapters. Besides the introduction, the theoretical framework and the methodology form the basis for this bachelor final project. Furthermore, to provide a clear overview of the marketing communication of the Dutch Ministry of Defence, chapter four, contains a marketing communication analysis. The survey findings and the research analysis are also outlined in this chapter. In chapter five, the SWOT of the marketing communication of the Dutch Ministry of Defence is represented. The conclusion is outlined in chapter six and chapter seven includes the recommendations of the possible direction of the marketing communication of the Dutch Ministry of Defence. Lastly, the possible future research is mapped in chapter eight.

2. Theoretical framework

The theoretical framework holds and supports the used theory of this final project. Related theories, ideas and models are framed to provide scientific justification. The first sub chapter identifies the most relevant definition for various concepts. Sub chapter 2.2 illustrates the use of the AIDA model and the buyer-readiness stages.

2.1 Review of literature

Officer

The concept “officer” could be interpreted in several ways. According to Fraser Sherman, an officer represents someone from the high-level management, such as an CEO, treasurer or chief financial officer (Sherman, 2018). Another interpretation is “someone who is employed by municipal, provincial, and regional governments” or shortly a police officer (Neuvoo, 2017). The Dutch Ministry of Defence defines an officer as the leader and specialist of the defence. “As an officer, the employee executes a group of militaries in a specific professional, for example technology/ICT, (personal) administration/business economics, medicine, logistics or maritime.” (Ministerie van Defensie, n.d.).

For this final project, the definition from the Dutch Ministry of Defence is used because the report is written for the organisation itself. Therefore, it is of great importance to use this defined concept of “officer”.

High-educated

In consultation with Wendy Kwaks, employee of the Dutch Ministry of Defence, the concept of high-educated is scoped to the graduation from HBO/WO level.

Communication channel

Oneil William describes a communication channel as “the means through which people in an organisation communicate.” (William, 2018). Communication channel, however, could also be explained as “all the resources that a message can get send through.” This includes not only broadcasting a message via television or radio, but also handing out flyers or developing a web shop (Hermsen, n.d.).

In this final project, the extended form of a communication channel is used. Thus, it does not solely includes broadcasting a marketing campaign, but also material communication channels.

Marketing communication

Marketing communication, in a media framework, is described as a method to recruit and keep consumers, to keep or improve the product image. Marketing are the approaches to establish a product or service in the market. Communication is focused on the message that the communicator wants to send (Clipit media monitoring, 2017). S. Wolterink indicates marketing communication as “the sum of all used resources the organisation or enterprise communicates with towards their target group.” (Wolterink, 2015).

In this final project, the definition in a media framework is used, because this definition also indicates the method to recruit consumers which is in relation with the recruitment of new employees.

Gender diversity

According to Morgan Stanley, gender diversity is “the examination of how genders – through a balance in representation and inclusion – can broaden perspectives and drive value in different settings” (Stanley, 2016).

Different studies are done in relation to the importance of gender diversity within the defence. Soeters & van der Meulen give six reasons why an increase of women in the military defence is important. These reasons contain arguments of identification, civil rights, being a reflection of society, improved effectiveness and improved competencies, preventing misconducts, and avoiding political tensions (Meulen van der & Soeters, 2010).

R. Egnell agrees with the study of van der Meulen and Soeters, especially on the improved military effectiveness and improved competencies. In his report, regarding gender perspectives and military effectiveness, Egnell argues that adding more women to the armed forces improves the potential of new capabilities into military operations. Not only does including more women in the armed forces allows these forces to maximize their size, a higher number of female soldiers could also transform the traditional military paradigm (Egnell, 2016). According to a research done by *de Commissie Sociaal Veilige Werkomgeving Defensie*, diversity is not accepted within the defence. The employees are strongly identifying themselves with their job and the organisation. Loyalty is an important factor within the defence. However, the drawback of having close groups is that employees have the tendency to protect people from their own group, also when unacceptable behaviour occurs, and colleagues that do not belong to this group get punished (Giebels, Oostrum van, & Bos van den, 2018).

Besides changing the military culture, Egnell states that women could provide specific competencies and perspectives during military operations. One of these competencies is the women’s ability to

gather critical information by gaining access to local women. Besides the need to increase the amount of women in the Dutch armed forces, women are also important in the caretaking for female ex-combatants during the process of demobilisation and reintegration in civil life (Egnell, 2016).

Besides the benefits of more women in the military, Egnell also expresses challenges and concerns regarding the issue. The first, and mostly heard concern, is that women are not fit for war due to their supposed lack of physical and mental toughness. Additionally, thought is that women and gender diversity will ruin the military culture as it is now (Egnell, 2016).

2.2 Buyer-readiness stages and the AIDA model

Philip Kotler mentions the buyer-readiness stages to determine the communication objectives. The concept of buyer-readiness stages is described by Kotler as “the stages consumers normally pass through their way to a purchase, including awareness, knowledge, liking, preference, conviction, and, finally, the actual purchase.” (Kotler & Armstrong, 2012). This concept is important for this final project, because the Dutch Ministry of Defence essentially needs high-educated women to gain interest to work at the defence. Some of the stages, however, have to be renamed to relate the concept on gaining interest rather than purchase a product. Hence, the buyer-readiness stages should be interpreted as follows (Kotler & Armstrong, 2012).

Awareness

Dutch Ministry of Defence has to establish themselves among their target group. To create awareness, the Dutch Ministry of Defence needs to be seen and heard.

Knowledge

Besides creating awareness of the organisation of Dutch Ministry of Defence, it is significant that the target group gain knowledge about the institution. Therefore, the right information needs to be shared.

Liking

To apply the appropriate communication channel, it is of great importance for the Dutch Ministry of Defence to understand the interests of the target audience. Critical is to discover the favourable communication aspects of the target group.

Preference

The main question that should be asked in this stage is “What communication aspect could convince the target group to gain interest in working at the armed forces of the Dutch Ministry of Defence?”. This answer is necessary to construct a prosperous communication channel.

Conviction

In this stage, the target group should get persuaded that a job at the Dutch Ministry of Defence fits to them.

Actual application

For the actual application the focus shifts towards the part of the target group that is hesitant about applying for a job at the Dutch Ministry of Defence. The organisation must lead these potential employees to take the final step.

The concept of buyer-readiness stages could get connected with the AIDA model (see table 1). Kotler already linked these two models in his book “Principles of Marketing”. Kotler divided the two models in two steps to develop effective marketing communication. The buyer-readiness stages are associated with the determination of communication objects. The AIDA model is therefore related to designing the right message. As a result of research based on the AIDA model and buyer-readiness stages, the message content (what to say) and the message structure/format (how to say it) must be decided (Kotler & Armstrong, 2012). The explanation of the connected steps can be found in appendix one.

Aspects AIDA model	Related aspects buyer-readiness stages
Attention	Awareness & knowledge
Interest	Liking & preference
Desire	Conviction
Action	Actual application

Table 1: AIDA model & buyer-readiness stages

3. Methodology

The main topic of this final project is to indicate a possible direction for the marketing communication of the Dutch Ministry of Defence to attract high-educated women to work as an officer. To gain more information about the most effective marketing communication, the marketing communication of the Dutch Ministry of Defence gets compared with that of the German Ministry of Defence (Bundeswehr). The research methods that are used in this final project are a combination of both desk and field research. Desk research includes the comparison with the Bundeswehr its marketing communication. The information about the marketing communication of the Bundeswehr will be used to design the SWOT of the marketing communication of the Dutch Ministry of Defence. This chapter offers an outline of the used methodology to answer the sub questions that were mentioned in the introduction.

3.1 Desk research

The most relevant literature was found by the use of the PICOC method. This method is part of the Critically Appraised Topic (CAT) designed by CEBMa (Centre for evidence-based management). A CAT makes acknowledgements in relation to the width, depth and comprehensiveness of literature research. This approach was used during this final project to reduce the difficulty of finding relevant literature. To create a clear view of the problem definition and literature search area, the PICOC method was used. According to CEBMa, this mnemonic assists the reviewer to search for studies that are suitable to the professional context (Barends, Rousseau, & Briner, 2017). The PICOC method is illustrated in appendix two.

A distinguishing feature of a CAT, in comparison with traditional review, is the pre-specification of criteria for including and excluding studies. This feature is called the inclusion criteria, which helps the reviewer to determine the importance of a study by reviewing the abstract and/or full text. The inclusion criteria are outlined in appendix three.

It is significant that the literature research is conducted in a transparent, verifiable and reproducible way. In order to do so, the used key words and the number of findings per database were arranged in a table. The findings are divided per sub question (see appendix four).

The following databases were used to identify studies: Google Scholar, Business source elite and Taylor and Francis Online. The following generic search filters were applied to all databases during the search:

1. Published in the period 2004 until 2018.
2. Articles in English and German

The selection of articles took place in two phases. First, the titles and abstracts of the found studies were screened for their relevance to CAT. In case of doubt, the study was included. Secondly, the relevant studies were included in this final project. The relevant studies are illustrated in appendix five.

3.2 Field research

Field research is the leading type of research for this final project. This research method focuses on obtaining in-depth information through conversational communications (Bhat, n.d.). This method includes an interview with Suzanne van Opstal and Petrouska Martens. Additionally, a survey is done in order to gain more information through field research.

3.2.1 Interviews

For this final project, semi-structured interviews were held. With this type of interview, the interviewer asks only a few predetermined questions. All other questions are followed upon the answers of the interviewee (Martic, 2018). Two interviews were held: one with Suzanne van Opstal, campaign manager of the Dutch Ministry of Defence, and the second interview was held with Petrouska Martens, senior recruiter.

Both interviews are based on the AIDA model. The connection between the steps of the AIDA model and the interview questions are added in appendix six.

Suzanne van Opstal – Campaign manager at Dutch Ministry of Defence

The interview with Suzanne van Opstal was held at October 18, 2018, at the work location of Suzanne van Opstal: Kattenburgerstraat in Amsterdam. This interview was recorded with permission of the respondent. The transcript is added in appendix seven.

The answers of the questions will be used to create a clear image of the used and successful marketing communication within the Dutch Ministry of Defence. Moreover, the results of the interview will answer sub question two: “What successful communication channels has the Dutch Ministry of Defence applied to target women?”

Furthermore, the answer on sub question “How can the marketing communication become successful?”, will be given through the interview. Lastly, the interview helps to answer the sub

question “What are the best practices in marketing communication from the Dutch Ministry of Defence to target high-educated women?”.

Petrouska Martens – Senior Recruiter at Dutch Ministry of Defence

The interview with Petrouska Martens was held via a phone call, because her work location is in Breda. Due to time consuming travels to this location, it was decided to do the interview via phone call.

The interview helps to indicate the offline marketing actions of the Dutch Ministry of Defence. Therefore, the following sub questions could be answered thanks to the interview: “What marketing communications has the Dutch Ministry of Defence applied to target women?” and “What are the best practices in marketing communication from the Dutch Ministry of Defence to target high-educated women?”

The answers on the questions for both interviews are outlined via the AIDA model in appendix eight.

3.2.2 Survey

A survey is described as “a detailed study of a market or geographical area to gather data on attitudes, impressions, opinions, satisfaction level etc. by polling a section of the population” (Business Dictionary, n.d.). The survey of this final project is held among a section of the population and contains questions regarding opinions and satisfaction level.

Sub questions five and six, “What factors influence the interest in a job or organisation by high-educated women?” and “What marketing approach is preferred by high-educated women?” could get answered by analysing the results of the survey.

The study population are female students from the Hague University of Applied Sciences. The female students are studying in the direction of economics, technique and ICT. This population is chosen, because these female students are high-educated and are students of study directions which are connected to the Dutch Ministry of Defence.

Sample

A sample is a selection from the desired study population. For this final project, solely to female students of the study directions economics, technique and ICT are approached. According to N. Verhoeven, this type of sample is called a purposive sample. For a purposive sample, the selection of the study population is based on certain characteristics (Verhoeven, 2011). The characteristic for the respondents of the survey is to be a women.

There are 4114 female students in the selected study directions at the Hague University of Applied Sciences. These students are approached via Facebook, WhatsApp and are approached personally.

To have a reliability percentage of 95 per cent, 352 respondents need to fill in the survey.

The accomplished result counts 73 surveys that were filled in. Hence, the reliability percentage is 61 per cent.

Survey justification

The survey is divided into three categories of the AIDA model: attention, interest and desire. The last step, action, is not included because this step is not relevantly connected with the target group. The survey contains of different types of questions. The following questions types are used: multiple-answer multiple choice, ordinal questions, Likert scales and open-ended questions. The expanded explanation of these question types is added in appendix nine. The overview of the survey can be found in appendix ten.

The survey was done in Dutch, because this final project focuses on attracting Dutch, high-educated women to work at the Dutch Ministry of Defence.

4. Marketing communication analysis

This chapter starts with an indication of the environmental changes which are affecting the recruiting and marketing strategies for the Dutch Ministry of Defence. Firstly, the political-judicial aspect is applied on the organisation. Secondly, the trends and developments of marketing communication are described. Lastly, the technological trends and developments are outlined.

The second part contains the marketing communication analysis of both Dutch and German Ministry of Defence. The marketing communication of the German Ministry of Defence is analysed to indicate the best practices of the marketing communication. The outcomes are compared with the best practices of the Dutch Ministry of Defence. These results will form part of the SWOT of the marketing communication of the Dutch Ministry of Defence. Additionally, to create a clear representation of the preferred marketing communication for high-educated women, the survey findings are included in this chapter.

The last part of this chapter analyses all the findings of the literature research and the survey.

4.1 General conscription

Since 1997 is the compulsory attendance, in the Netherlands, for the armed forces annulled.

However, the general conscription is not. This means that seventeen years old boys receive a letter for general conscription at home. Nowadays, equality is more important than ever. Therefore, the Dutch Ministry of Defence has decided to also send seventeen years old girls a letter for general conscription. Besides the importance of equality, the organisation hopes to interest more women in working at the defence. This new law will enter into force from 2019 onwards. The conscription letter for the girls, however, is rather symbolic. The law shows that there is no distinction between men and women for protecting the country. Nevertheless, there is a limited chance to get called for duty for these boys and girls. Solely if there occurs a similar threat as the Cold War, the compulsory attendance will enter into force (RTL nieuws, 2018).

The annulment of the compulsory attendance for the Dutch armed forces created the shortcoming of work forces at the defence.

4.2 Trends in marketing communication

Nowadays, generation Y, or the millennials, is the group that is hardest to reach. Besides living in the real world, millennials live in a virtual world. According to Statista, millennials, worldwide, spent 233 minutes per day on their mobile device in 2017. This is a great increase since 2016, when this number was 188 minutes per day (Statista, 2018). Therefore, it is important that organisations shift their

marketing communication from offline towards online. Besides the increase of mobile device use, new trends have occurred among millennials regarding marketing communication.

One of the trends for millennials is the opportunity to co-create. A lot of brands created fan pages where consumers and members can express their ideas, views and creative thoughts about the product or service. The value of co-creation is that this emphasizes customer-oriented services rather than company-oriented thinking (Zhang, Lu, & Kizildag, 2017). The Dutch Ministry of Defence currently has an application called “Mijn Defensie”, which provides users with information about the defence, vacancies and events. This application is similar to the fan pages of numerous brands.

Another trend for marketing communication is visualisation. Visuals manage to hold the focus of the viewer for around 8.4 minutes. One-third of the YouTube-viewers are still watching the marketing clip after 30 seconds. It is important, however, to create a mobile – and social media friendly visual. Visual communication provides the value, relevance and flexibility millennials need in their on-the-go lifestyle (Jakus, 2018).

Personalised advertisements increase the interest among millennials. Millennials are feeling unique and special, thus as an organisation it is important to use that. For the Dutch Ministry of Defence, the personal approach is important to target the right candidate for a job as an officer. L’Oréal Paris, for example, uses different advertisements for different consumers. Based on the personality of the consumer, the right advertisement is showed (Smith, 2015).

4.3 Technological trends and developments

Besides the trends and developments of marketing communication, technological trends and developments also play a significant role in this modern world.

Chatbots

Chatbots are comparable to chats, but the great difference is that chatbots are handled by robots instead of humans. Not only do Chatbots reduce costs, they are also faster than humans in answering questions and providing data. Overall, Chatbots have humour, personalities and offer personalised service at any time. Besides integrating a Chatbot with a social media platform, a Chatbot can also be integrated with a website or application. According to research, in the next five years, approximately 80 per cent of the business communications will be done by Chatbots (Grand View Research Inc., 2017).

Artificial Intelligence

Artificial Intelligence (AI) is a term for machines that are programmed to “think” like a human and mimic the way a person acts. AI makes it easier for marketers to personalise content towards their target groups by analysing data. To create effectiveness with AI, the marketer needs to be able to build a visualisation of the target group for the computer. The combination of Chatbots and Artificial Intelligence creates a lot of opportunities to reach a certain target group (Brynjolfsson, Rock, & Syverson, 2017).

Live video

In today’s world, live video has been an important factor in marketing because it directly connects customers with a product or service. Facebook states that users watch live videos three times longer than “regular” videos. Additionally, social media platforms that offers the opportunity for live videos, make sure that the live videos appear on top of the timeline (de Vriend, 2016).

Facebook Live, for instance, provides the opportunities for businesses to present their product or service directly to the target market. Millennials, however, get bored quickly. Therefore, it is important for organisations to use videos to engage and excite the target group (Richman, 2017). A possibility to apply engagement is hosting interviews with employees. These interviews shows personal ideas and opinions. To increase the engagement, viewers should be able to ask questions during the live interview (de Vriend, 2016). According to Facebook, people comment more than 10 times more on live videos than regular videos. Comments provide immediate feedback for the organisation and stimulates engagement for the target group. Besides Facebook, Instagram also provides the opportunity for a live video.

Another opportunity for organisations with live videos is a “behind the scene situation”. Millennials are interested in a company its way of working and producing a product or service. A huge advantage of using live videos, is that its cost effective. For a professional investment, live-streaming costs solely a few hundred euros per month (Richman, 2017).

Virtual Reality

Virtual Reality (VR) is a technology that recreates a real world experience on a technological device in a three dimensional environment. In the virtual world, the user can do activities in a similar way as in the real world. These possibilities occur solely by a nod or hand gesture. VR provides opportunities for training and simulation, entertainment, business and education. The VR market grew with more than 40 percent in 2016 (Dipakkumar & Dipam, 2018).

4.4 Marketing communication analysis of the Dutch Ministry of Defence

This section contains an analysis on the current marketing communication of the Dutch Ministry of Defence to get a clear indication of the best practices.

The recruitment department of the Dutch Ministry of Defence is divided into two areas: the recruitment and the labour market communication. The labour market communication is the first contact with the Dutch Ministry of Defence, the distanced communication. The recruitment pursues itself with the organisation of activities and events (S. van Opstal, personal communication, October 18, 2018). A women campaign from the Ministry of Defence is published twice a year. Moreover, the organisation uses the “always on” strategy. The aim of this strategy is that the Ministry of Defence, and their activities, are continuously visible, online as well as offline. Every marketing action has the same message, it is solely represented in another format. The general message that the Dutch Ministry of Defence wants to share with women is clear: “When women think about defence, they only think about shooting, fighting and boot camp. This is only a small part of the organisation. Therefore we want to tell that there are so many directions within the defence: logistics, technique etcetera.” (S. van Opstal, personal communication, October 18, 2018).

The choice for online marketing communication is partly based on the budget. The budget is around €5.000 to €10.000 euros per activity. The total budget is about 1,5 ton, but this is only in South region of the Netherlands (P. Martens, personal communication, November 22, 2018).

Instagram and YouTube

The Dutch Ministry of Defence has an Instagram account. The organisation shows behind the scene activities, for instance the preparation of “Prinsjesdag”. Also, videos of the Vierdaagse from the military was shared via Instagram Story. According to S. van Opstal, Instagram works really well as marketing, especially among women. Currently, the Dutch Ministry of Defence has 12.000 followers. The number of Instagram users in the Netherlands is four million in 2018. This means that 0,3 per cent of the Instagram users follows the Dutch Ministry of Defence on Instagram. The videos that are uploaded in November have around 5.000 views.

On YouTube, the Dutch Ministry of Defence buys pre-rolls. Pre-rolls are the advertisements that are viewed before a YouTube video starts. As these pre-rolls are often mandatory to watch, it results in successful marketing communication (S. van Opstal, personal communication, October 18, 2018). In addition to the pre-rolls, Dutch Ministry of Defence also uploads their video campaigns and other videos from the organisation. The newest women video campaign of the Dutch Ministry of Defence shows women who are watching a video about a job in the defence and hear their own voice under the video. At that moment they realise how the job at the defence fits with their wishes (S. van

Opstal, personal communication, October 18, 2018). S. van Opstal is convinced that the success of this video is explained by the emotion in the video.

Vlogs

In 2017, a soldier called Melvin made a vlog for the defence. Ten vlogs were uploaded in a period of four months. During this period, Melvin was in Curacao to do ceremonial tasks and support civil authorities. The videos have a total of 11.806 views (Ministerie van Defensie, 2017).

In August 2018, the Dutch Royal Navy organised a vlog competition. The winner got a contract to follow the Dutch Royal Navy for a year and publish weekly vlogs about the world in the Dutch Royal Navy. October 2018, the first vlog was uploaded by the winner Annelotte Zwart (Redactie, 2018). The first vlog had around 10.000 views and the followers of her YouTube channel are constantly growing. The aim of the vlogs is to get the attention of the younger audience and give them an insight of the Dutch Royal Navy in the hope to attract new soldiers (Redactie, 2018).

Ladies Night and women only events

During Ladies Night, women get the chance to talk with female soldiers and receive information about the different armed forces and jobs. Besides Ladies Night, Ministry of Defence organises open days or information days for women only. These events are often fully booked. S. van Opstal believes that women-only events and activities are a must because women feel more confident to ask female related questions and the events are personalised towards women (S. van Opstal, personal communication, October 18, 2018). P. Martens also mentioned that women could join a boat trip with the Dutch Marine and that the organisation currently tries to let women join a flight with the air force (P. Martens, personal communication, November 22, 2018).

Career fairs and guest lectures

The Dutch Ministry of Defence goes to colleges to promote themselves. Often the organisation is invited by the school to give a guest lecture. In addition, the Ministry of Defence is regularly asked to join the career fair at an university. These career fairs are mostly for technique related studies. During a certain week in April/March, different studies have more attention for women and the study. This week is important for the Dutch Ministry of Defence (P. Martens, personal communication, November 22, 2018).

Technological opportunities

According to P. Martens, it is hard to get technological materials due to the limited budget. A specific department decides whether applications for materials over €1.200 are accepted or rejected. Therefore, the process takes long and this has negative influences the appearance of the

organisation during events. The Dutch Ministry of Defence has rarely used technological presentations (P. Martens, personal communication, November 22, 2018).

Strengths and weaknesses of the marketing communication of the Dutch Ministry of Defence

One of the strengths for the Dutch Ministry of Defence is the divided recruitment department. Another strength, are the women video campaigns. The emotion within the videos attract the attention of potential recruiters. Also, the women only activities and Ladies Nights are strengths of the Dutch Ministry of Defence. Additionally, joining career fairs and give guest lectures create a strength for the organisation.

Weaknesses of the Dutch Ministry of Defence are the limited budget for marketing, the low number of Instagram followers and the lack of technological opportunities due to the budget and process.

4.5 Marketing communication analysis of the German Ministry of Defence

To design a SWOT for the marketing communication of the Dutch Ministry of Defence, the best practices of the German Ministry of Defence are analysed. These best practices will create part of the SWOT.

Since 2011, the general conscription in Germany is, as well as in the Netherlands, annulled. This means that the Bundeswehr has to recruit employees, soldiers, by itself. In September 2018, the Bundeswehr contained of 179.713 soldiers. From all the soldiers, 21.597 are women, so 12 per cent (Bundeswehr, 2018). Not only tries the German Ministry of Defence to attract women, the marketing communication also focusses on youth to fulfil the open functions within the Bundeswehr (Ehrenberg, 2017).

Instagram

The Bundeswehr has an Instagram account with 226.000 followers. In Germany, the number of Instagram users is 11 million. This means that 2,1 per cent of the Instagram users follows the account of the Bundeswehr.

Besides plenty of shared and saved Instagram Stories, the Instagram account also has IGTV. This is short for Instagram Television. The difference with Instagram Story, is that IGTV is made for longer videos of fifteen seconds until ten minutes. Another difference is that the videos of IGTV can be visible for as long as the account owner wants, whereas Instagram Stories are only visible for twenty-four hours (Bakker, 2018). The IGTV video, that was posted on November 9th, has 2.213 views. This video explains how the machines of the air force work. Other videos that are posted show activities within the defence while soldiers are working and also further explanations about technological features.

Die Rekruten (2016-2017)

“Die Rekruten” is a YouTube-series in which a group of soldiers is filmed during their daily activities. The series consists of 90 episodes with each a duration of five minutes. Viewers are following twelve soldiers and their development. The target group are people between seventeen and twenty-five years old, who are thinking about their future job. “Die Rekruten” is a very personal YouTube-series as the soldiers are filming themselves with a hand camera. All the footage is edited by an editor and afterwards the five-minute episode is uploaded on YouTube. The series is a great success in Germany, in total there were 44 million views. During the broadcasting period there was a significant increase of 20 per cent in the applications to work for the defence. In addition, the number of interested callers for a job at the defence increased with 25 per cent. “Die Rekruten” gives an unique insight in the world of the Bundeswehr and also strengthens the idea to work at the Bundeswehr (Ehrenberg, 2017).

To reach the success of the YouTube-series, The Federal Ministry of Defence invested 1,7 million euros in the production of the series. Additionally, the advertisement costs were 6,2 million euros (Ehrenberg, 2017).

Mali (2017-2018)

Mali is the successor of the YouTube-series “die Rekruten” of the Bundeswehr. The series Mali shows the daily life of eight soldiers, feminine as well as masculine, who are broadcasted to Mali. A new, and successful feature of the series is the ChatBot. The ChatBot sends messages to registered users about all the events of the soldiers in the series. If there is an emergency in the middle of the night, the registered user, in Germany, receives a message about this. Furthermore, it is possible to ask questions about the operation in Mali. All the answers and messages are send in a storytelling content, which is parallel with the series. The total amounts of views is 22,8 million. Moreover, the soundtrack of the series was number one in the “Viral 50 Deutschland” Spotify list. These results are accomplished through the use of posters, commercials in the cinema, radio, flyers and through social media platforms (Castenow, n.d.).

For this YouTube-series the total costs were 6,6 million euros. Half of the costs were used for advertising. Besides posters, social media platforms as Instagram, Facebook and Snapchat were used to promote the new series (Klapsa, 2017).

Bundeswehr on Gamescom – Bundeswehr Challenge App

Gamescom is a yearly, multi-day computer event in Cologne. During the event, game developers show new games and software. Moreover, there are different activities to do in the area of computer games (Gamescom, n.d.).

Every year, the Bundeswehr participates in Gamescom to promote the organisation. In 2017, the Bundeswehr presented a new application, Bundeswehr Challenge. This is a free app and contains of a three-weeks challenge, physical as well as mental, and VR-videos from real world defence operations. Additionally, the app includes a career finder. The aim of the application is to test the fitness of the user, to gain information about the Bundeswehr and to experience the world of the Bundeswehr in an interactive manner (Presse- und Informationszentrum Personal, 2017).

The challenge element is linked with the YouTube-series “die Rekruten”. Known characters from the series are supporting the users during their exercises. The exercises are, for example, testing the military fitness, virtual shooting, learning transmission marks, study the different ranks or to practice first aid.

During the interactive VR-missions, users experience real Bundeswehr exercises and these users have to make own decisions under time pressure. For instance, as first aider taking care of comrades or as a fireman saving pilots from a burning plane (Presse- und Informationszentrum Personal, 2017).

The day after the first promotion of the Challenge app, around 5.000 Android users and almost 4.000 IOS users downloaded the application. In the category “entertainment” of AppStore, the Challenge application was placed third out of 100 apps (Presse- und Informationszentrum Personal, 2017).

Strengths and weaknesses of the marketing communication of the German Ministry of Defence

The application of the organisation is a strength, especially because it is connected with the YouTube-series. This leads to more users and an increase of engagement. Despite the million euros that are invested in these marketing actions, the Bundeswehr has the budget for it. This could also be seen as a strength.

The biggest strength of the Bundeswehr is the complete use of online platforms, Instagram as well as YouTube. Both platforms increase engagement among the viewers and users. Especially IGTV on Instagram is a strength for the Bundeswehr. In table two, it is illustrated that the account of the Bundeswehr on Instagram includes a higher percentage of the total Instagram users in the country compared to that of the Netherlands. Therefore, the Instagram account of the Bundeswehr can be seen as a strength.

	Number of followers	Instagram users	Percentage followers
The Netherlands	12.000	4.000.000	0,3 %
Germany	226.000	11.000.000	2,1%

Table 2: Overview followers of Instagram account compared to Instagram users

The greatest weakness of the Bundeswehr is the lack of organised women only events. Also, the YouTube-series are meant for everyone, as well as the challenge application.

4.6 Survey findings

This section contains the survey findings of the survey held among students of the study directions technique, ICT and economics at the Hague University of Applied Sciences. The results of the collected surveys are based on 73 respondents. The findings are analysed by the online survey program Survio.

The survey findings, however, contain different limitations. First of all, the sample population of the survey was supposed to be women at the Defensity college. Here, students can work part time at different disciplines of the defence and get educated for this function. However, due to miscommunication, the contact person thought that instead of a survey among the female students, she, the contact person, was getting interviewed. Unfortunately, she was not able to share the email address of the female students without their permission. Only three students shared their email address. In the survey, the question about how the female students found out about Defensity college was already added. This question has not been of relevance for this study anymore.

Secondly, the sample size is limited. Only 73 of the available 4114 students of the eventual sample population filled in the survey. The relatively low amount of filled in surveys was caused by lack of time.

Lastly, the second question of the survey was formulated inadequately, causing unreliable results. The time division in the question was not well divided as it varied from “monthly-never” until “every day” with in between “once or twice a week” and “more than twice a week”. Therefore, the indication of the seen advertisements on different platforms has to be taken with a grain of salt.

The outcomes of the survey are relevant for this final study, because it gives an indication about the preferred marketing communication approach of high-educated Dutch women. In addition, the survey results answer the sub questions “What factors influence the interest in a job or organisation by high-educated women?” and “What marketing approach is preferred by high-educated women?”. The survey was formulated according to the AIDA model, therefore, this sub chapter is structured in the same way.

Attention

The Dutch Ministry of Defence publishes advertisements on different online channels, but also shows advertisements offline. According to the survey results, the respondents see advertisements of the Dutch Ministry of Defence mostly on Instagram, YouTube and Facebook.

Figure one shows the frequency of the seen advertisements by the respondents on the three online platforms. Facebook scores best on the frequency of monthly-never, but has a low score on the daily frequency. Instagram, however, scores worst on the frequency monthly-never but has a higher score on the daily frequency. Most respondents see the Dutch Ministry of Defence once or twice a week on YouTube.

Only one respondent stated to have seen a marketing communication action of the Dutch Ministry of Defence on the school website. 21 per cent of the respondents spot a poster of the organisation once or twice a week on the streets.

It could be stated that YouTube is the platform where advertisements of the Dutch Ministry of Defence are most frequently seen by high-educated women. Instagram, however, seems to have the most seen advertisements on a daily basis. In addition, it could be concluded that the Dutch Ministry of Defence can improve the visualisation on school websites and on the street.

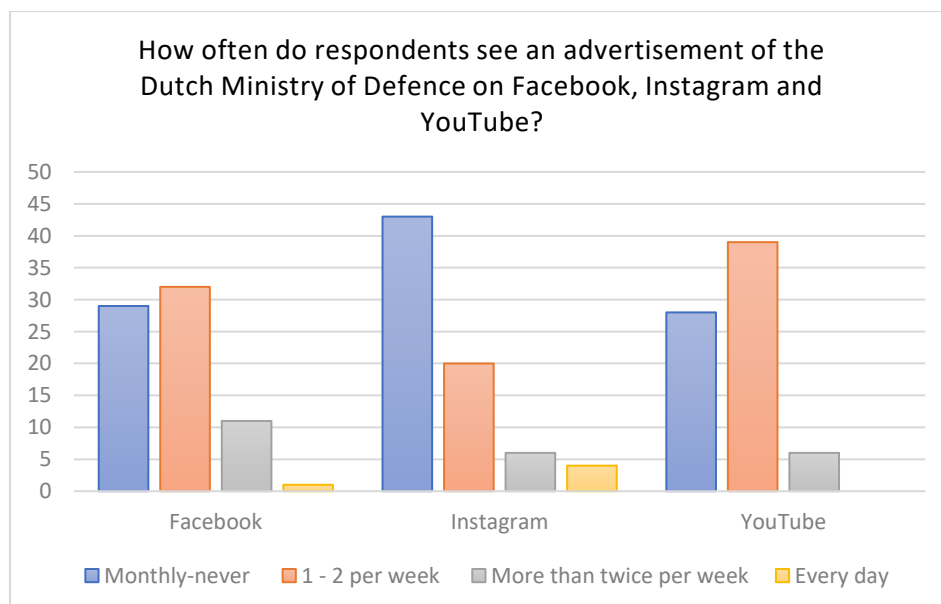


Figure 1: Seen advertisement frequency of the Dutch Ministry of Defence

Interest

In the survey, three different marketing communication approaches were illustrated. It was asked to the respondents to rate the marketing communication action with a four star rating based on their degree of interest. Table four represents the rating per marketing communication approach.

Marketing communication approach	Star rating (out of four stars)
<i>Women video campaign</i>	3.2
<i>Presentations of female officers from different disciplines</i>	2.9
<i>Activities on the street</i>	3.1

Table 4: Star rating per marketing communication approach

For the newest video campaign of the Dutch Ministry of Defence, women are watching a video about jobs in the organisation and hear their own voice-over during the video. The given average rating is 3.2 stars. 47 per cent of the respondents rated this video campaign with three stars, closely followed by the rating of four stars (38 per cent).

The second marketing communication action received less stars, namely an average of 2.9. 42 per cent rated the degree of interest with three stars, 25 per cent with two stars and 26 per cent with four stars.

Thirdly, the marketing communication action includes free activities, connected with the officer function, on the street, virtual reality, conversations with (female) officers of different disciplines and the possibility to do a fitness test. The respondents scored the degree of interest with an average of 3.1 stars. 48 per cent of the respondents gave this marketing communication action four stars. 25 per cent rated it with three stars and 19 per cent with two stars. Also 8 per cent rated the degree of interest with one star.

It could be stated that the preferred marketing communication approach of high-educated women is a combination of activities on the street and an online women video campaign.

To research what factors have a positive influence on high-educated women, the respondents were asked to rate a number of factors in a marketing communication action, between highly important and entirely unimportant. Figure two shows the results of this question.

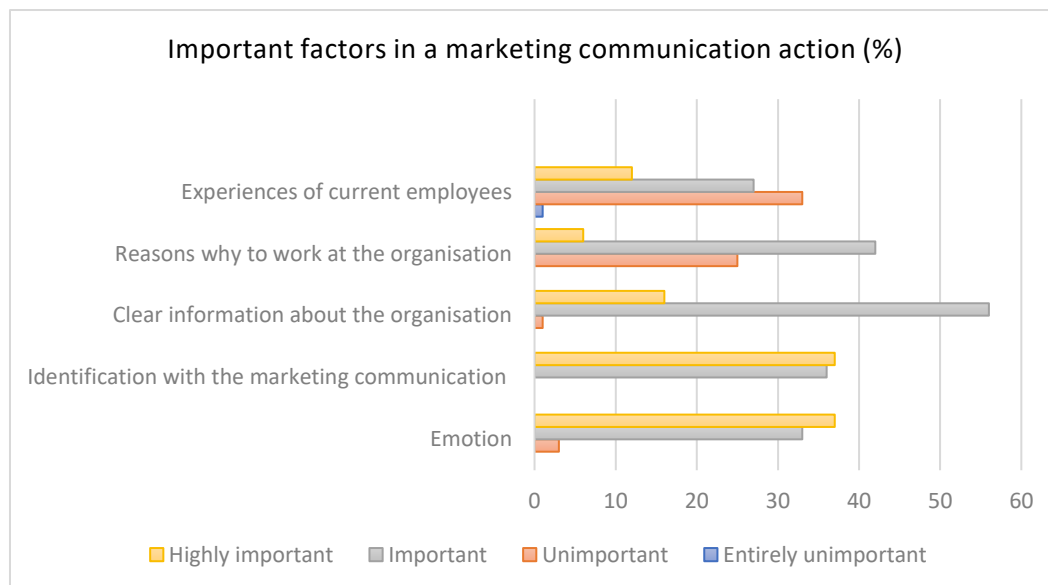


Figure 2: Important factors in a marketing communication action (%)

It could be concluded, from figure two, that emotion is an important factor in a marketing communication action according to the respondents. 50,7 per cent of the respondents rated emotion as highly important. Clear information about the organisation, however, also seems important. Most of the respondents (76,7 per cent) scored this factor as important. On the other side, experiences of current employees in a marketing communication actions seems to be rather unimportant.

The respondents also find it important to be able to identify themselves with the marketing communication action. None of the respondents scored this factor with unimportant or entirely unimportant.

The results of the survey helped to answer the sub questions “What factors influence the interest in a job or organisation by high-educated women?” and “What marketing approach is preferred by high-educated women?”

The factors that are influential on the job application by high-educated women are emotion, the ability to identify yourself with the marketing communication action and clear information about the organisation.

The preferred marketing approach by high-educated women is a combination of activities on the street which are linked to the organisation and online video campaigns. Preferably, the activities include technologies, a fitness test and the possibility to talk with female officers.

Desire

The step of desire concerns the sent message to high-educated women. The respondents were asked if it was clear that there are different job directions at the defence, besides fighting. Only 39 per cent of the respondents said it was clear that different job functions are available within the Ministry of Defence. This information mostly becomes clear through the video campaigns of the organisation. 61 per cent of the respondents, however, said not to realise that other job functions are possible besides fighting jobs. One respondent mentions she thought that one always needs a year training to start working at the Dutch Ministry of Defence. Another respondent states that campaigns of the organisation always show though girls who are doing physically intensive jobs.

It could be said that the Dutch Ministry of Defence should more clearly show different types of job functions within the organisation during marketing communication actions.

Action

In the survey the question was asked what type of marketing communication actions would interest the respondents to visit the website of the Dutch Ministry of Defence. In figure three, the results are illustrated. In this figure, 4 stands for highly interested and 1 indicates not interested.

Figure three shows that the highest interest in visiting the website of the Dutch Ministry of Defence is gained by activities on the street linked to the organisation. 28 out of 73 respondents mentioned to find this type of marketing communication highly interested. Additionally, 29 respondents rated the activities on the street with three on the scale of four.

Besides activities on the street, activities/presentations at school are also well rated. Most respondents, 48 out of 73, said to be interested in this marketing communication action. Despite the high score on the rating of three, only ten respondents rated the activities/presentations at school with four.

Flyers and posters score the lowest. 58 per cent of the respondents stated not to be interested in flyers. Almost half of the respondents (48 per cent) rated posters on the street with two out of four.

Analysing the online marketing communication, the online video campaign scores best. 58 per cent of the respondents rated this marketing communication action with three out of four. In addition, 18 per cent of the respondents stated to be likely to visit the website by seeing an online video campaign.

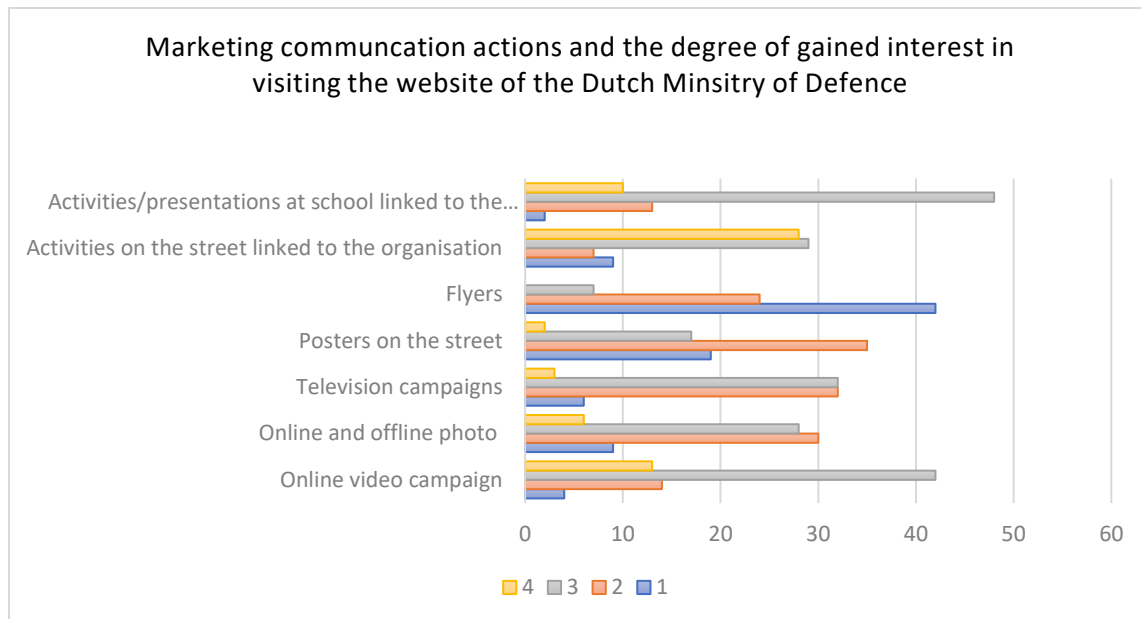


Figure 3: Marketing communication actions and the degree of gained interest in visiting the website of the Dutch Ministry of Defence.

By examining the different marketing communication actions to direct high-educated women to the website of the Dutch Ministry of Defence, it could be said that activities on the street linked to the organisation are gaining the highest interest. For online marketing communication, an online video campaign increases the interest of high-educated women.

4.7 Research analysis

The research analysis analyses the most important research findings of both desk and field research. The findings from the interviews and surveys will be supplemented by the found literature. This section is structured by the AIDA model. Desire and action are combined in the analysis, as desire contains the right message sent and action includes the message needed to attract high-educated women to apply for a job interview at the Dutch Ministry of the Defence.

Attention

Currently, the Dutch Ministry of Defence uses online and offline marketing communication. Offline, the organisation is active at schools, organises Ladies Nights and women only events and attend career fairs. Online, the organisation is mostly active on Instagram and YouTube. For both platforms, however, the organisation can improve their activities.

Online

On the Instagram platform, the Dutch Ministry of Defence has 12.000 followers, which is 0,3 per cent of the Instagram users in the Netherlands, whereas the Bundeswehr has 226.000 followers, 2,1 per cent of the Instagram users in Germany. This difference is partly caused by the difference in the total amount of Instagram users, but the minimum use of Instagram by the Dutch Ministry of Defence

mostly influences the number of followers. According to the Social Media research, in the Netherlands, Instagram has 4,1 million users in 2018, from which 2,1 million use the platform on a daily basis (van der Veer, 2018). In addition, 59 per cent of the respondents of the survey, say they have rarely or never seen an advertisement of the organisation on Instagram. To reach a larger percentage of the total amount of Instagram users, the Dutch Ministry of Defence should improve the activities on their Instagram account. Comparing the account with the account of the Bundeswehr, the use of IGTV and regularly posting Instagram Stories should help to increase the number of followers. Research done by Facebook showed that people comment ten times more on live videos than regular videos. These comments provide immediate feedback for the organisation and stimulates engagement for the target group. The feedback can be used to adjust the next women campaign to the wishes of the target group.

On the YouTube channel of the Dutch Ministry of Defence, vlogs, informative videos and campaigns are posted. The vlogs, however, were uploaded in 2017 and yet a new vlog is not posted. Comparing the type of videos uploaded by the Dutch Ministry of Defence and the Bundeswehr, the Dutch organisation could learn from the Germans. The Bundeswehr posts series (“Die Rekruten” and “Mali”), in which the daily activities of the Bundeswehr are filmed. These series do not need to be copied, but a vlog or livestream could be a good alternatives. Currently, a new vlogger started to vlog the work of the Dutch Royal Navy. These videos do not get uploaded on the YouTube channel of the Dutch Ministry of Defence. Research shows that 82 per cent of the 18 – 34 years old have seen a vlog. The research states that Dutch people mostly watch vlogs for entertainment. However, a quarter of the respondents said to watch a vlog to gain information (Purpose Marketing, 2016). Therefore, an entertaining and informative vlog could be an opportunity for the Dutch Ministry of Defence.

The Dutch Ministry of Defence also uses pre-rolls on YouTube. High-educated women, according to the survey, have seen these videos of the organisation, namely 54 per cent of the respondents mentioned to have seen an advertisement of the Dutch Ministry of Defence once or twice a week on YouTube.

One of the best practices of the Dutch Ministry of Defence are the women video campaigns. S. van Opstal is convinced that the success of these videos is explained by the added emotion (S. van Opstal, personal communication, October 18, 2018). The respondents rated the newest women video campaign of the Dutch Ministry of Defence, in which emotion is highly present, with an average of 3.2 stars out of four.

Despite the large number of Instagram users, the video campaigns are rarely seen on this platform

and is mostly seen on YouTube. To create a bigger awareness of the organisation, the Dutch Ministry of Defence should share the online video campaign on both YouTube and Instagram.

Offline

Besides online activities, the Dutch Ministry of Defence is also active offline. The organisation attends career fairs at schools and gets invited to do guest lectures. Moreover, the Dutch Ministry of Defence organises Ladies Nights and women only events.

The attendance of the Dutch Ministry of Defence at colleges helps the organisation to reach its target group. For instance, technicians, IT students or medicine students. In April/March, colleges often raise the awareness for women at masculine studies, to increase the number of women at these studies. This week should be an important week for the Dutch Ministry of Defence. By raising awareness about the type of jobs within the organisation, women might get interested in doing a related education. According to the survey, 66 per cent of the respondents find activities or presentations linked to the organisation interesting. In addition, the respondents of the survey rated the marketing communication including presentations of female officers at school with an average of 2.9 stars out of four. Presenting the different disciplines within the organisation at colleges helps to interest high-educated women in an education, or, when the Dutch Ministry of Defence is attending a career fair, the presentation helps to interest high-educated women in a job at the defence.

Another best practice of the Dutch Ministry of Defence are the organised Ladies Nights. According to S. van Opstal and P. Martens, women feel more confident while asking women related questions when there are no men around.

The success of Ladies Night, however, is mostly seen in the South region of the Netherlands. Reason therefore is that the Ladies Nights solely gets frequently organised in this region. The relative low budget could be a cause for this, but also the lack of employees to organise these events could be a reason. The lack of frequently organised Ladies Nights throughout the Netherlands, however, does result in a limited reach of high-educated women and a deficiency of awareness about these events in other regions. The respondents of the survey rated activities linked to the organisation with an average of 3.1 stars out of four. Additionally, 66 per cent of the respondents said that activities on the street are important to gain interest in the organisation. Hence, women only events are most certainly welcome in all regions of the Netherlands.

Interest

The survey findings illustrate that high-educated women would gain interest for the Dutch Ministry of Defence by attending presentations or activities at school related to the organisation. In the describing question for the preferred marketing communication, the described presentations from

female officers was rated lowest from all three marketing communication. Reason therefore could be that the respondents did not have a clear view of how this marketing communication at school would look like as they did not yet experienced the presentations.

The online video campaigns and the activities on the street linked to the organisation scored almost the same in terms of raising interest. The former was rated with 3.2 and the latter with 3.1 stars. Hence, the preferred marketing approach by high-educated women is a combination of a video campaign and activities on the street.

The survey findings indicate that high-educated women gain the most interest in the Dutch Ministry of Defence through the online video campaign. This result could be connected with the added emotion. As S. van Opstal previously mentioned, the emotion in a marketing communication is a factor that influences women. On top of that, visualisation as a new trend under millennials is also confirmed by the results of the survey question.

The preference for activities on the street could be explained by the second trend in marketing communication, namely engagement. The activities provide an interactive way to raise interest by high-educated women in a job at the defence. By comparing the challenge application, a best practice of the Bundeswehr, with the activities on the street, the need for interactivity and engagement could be confirmed. Where the challenge application provides VR missions and information about the Bundeswehr, the Dutch Ministry of Defence could do the same offline. Also important to bare in mind, is the connection between the YouTube-series and the challenge application. Users are excited to use the application thanks to the known characters that guide the challenge application. To implement the activities on the street successfully, a connection between the video campaign should be made.

Desire/action

The message sent by the Dutch Ministry of Defence to high-educated women, should be the same online as well as offline. Different factors are important, according to the survey respondents, in a marketing communication action. As stated by 70 per cent of the survey respondents, emotion in an advertisement is seen as (highly) important. Secondly, personal identification with the campaign is rated as important of highly important by all respondents. The last, most important, factor is clear information about the organisation. The survey findings state that 77 per cent of the respondents find clear information about the organisation important in marketing communication. However, 61 per cent of the respondents do not think that the different disciplines within the organisation are clear. Therefore, the different disciplines within the organisation should be obviously represented in a new women video campaign and also during offline marketing communication.

5. SWOT of the Dutch Ministry of Defence

On the basis of the marketing communication analysis, a SWOT for the marketing communication of the Dutch Ministry of Defence has been designed. This SWOT is presented in table three below.

Strengths <ul style="list-style-type: none"> - Attention - Ladies Nights - Women video campaign - Recruitment department - Contact with colleges and universities 	Weaknesses <ul style="list-style-type: none"> - Interest - Desire/action - Budget - Lack of online activities, frequency of seen advertisements online - Lack of technological presentations - No connection between different marketing communications - Regional threats within the organisation itself. - Shared information regarding job functions
Opportunities <ul style="list-style-type: none"> - New trends in marketing communication approaches (personalisation, engagement, visualisation) - New technologies (VR, AI, live video, vlogs) - Activities on the street linked to the organisation 	Threats <ul style="list-style-type: none"> - Budget of competitors

Table 3: SWOT of the Dutch Ministry of Defence

Strengths

The women video campaigns of the Dutch Ministry of Defence is a strength thanks to the used emotions within the videos. Also, the respondents of the survey indicated to gain interest in the organisation by seeing the video campaign. On top of that, the use of pre-rolls on YouTube ensure that the video campaign is seen by the target group. Ladies Nights are successful, because women feel more confident by asking questions to female officers when there are no men around.

The recruitment department is divided into two sections, namely labour marketing communications and the recruitment department. The latter focuses on the offline events and the former department manages the online marketing. Therefore, both departments are strong and the organisation is able to grab the attention of potential employees.

The last strength is the contact with colleges and universities. By presenting themselves under the target group, the Dutch Ministry of Defence is present in the career choice of the students. By giving guest lectures and attend career fairs, the organisation communicate information with high-educated women about jobs within the defence.

Weaknesses

The Dutch Ministry of Defence is able to grab the attention of the target group, especially online, but is not yet successful in keeping the high-educated women interested. One of the weaknesses herein, is the lack of technological presentations, which is caused by a low budget. It is hard for the organisation to get materials over 12.00 euros, therefore their representation on career fairs, for instance, lacks behind of that of their competitors.

A second weakness, is the lack of online activities and thus the low frequency of seen advertisements. Where the Bundeswehr uses IGTV on Instagram and posts frequent Instagram Stories, the Dutch Ministry of Defence does not use this platform on a regular basis.

Furthermore, Ladies Nights are only frequently organised in the South region of the Netherlands. Meaning that, besides the women video campaigns, additional events are not frequent in the other regions of the country. Therefore, a clear link between the marketing communication actions is missing. The Bundeswehr does have this clear link and this works successfully.

Lastly, the create desire to work at the defence is a weakness. This is caused by the shared information in the video campaign. The information is unclear, for high-educated women, regarding the offer of job functions, besides fighting, within the defence. The survey results showed that high-educated women are therefore losing interest and will not undertake action to apply for a job.

Opportunities

The low budget for marketing communication of the Dutch Ministry of Defence limits the use of technological materials. However, the new technologies also offer cheaper opportunities, including live videos, vlogs and the current used video campaigns. Virtual reality and artificial intelligence are opportunities for the organisation, if the needed budget is accepted by the department.

Additionally, there are new possibilities in the trends of marketing communication for millennials. Visualisation is important for this group. The Dutch Ministry of Defence already has good video

campaigns which are shared during pre-rolls on YouTube. Furthermore, engagement is an opportunity for the organisation. Important is to involve the target group in the marketing communication. Lastly, personalised advertisement is also a new trend, but is not yet used by the organisation.

Threats

The current threat of the Dutch Ministry of Defence is the higher budget of competitors. Especially at a career fair, or other events, most attending companies use technological materials to present themselves and give the audience a clear view of the job. The Dutch Ministry of Defence is missing this and shares job tasks via stories told by soldiers and officers.

6. Conclusion

The conclusion gives the answer on the research question of this bachelor final project: “How can the use of the AIDA model indicate a possible direction of the marketing communication to increase the number of high-educated women working as an officer at the Dutch Ministry of Defence?”.

Currently, the organisation of the defence is seen as a men’s world. Gender diversity, however, is significant for several reasons. Firstly, it will transform the military paradigm and gender diversity will bring new capabilities into military operations. Secondly, women are important for care taking of ex-combats and are able to gather critical information from local women during missions. Hence, more women within the defence will increase the effectiveness of the military.

To realise the effectiveness by women, the Dutch Ministry of Defence needs a new direction of the marketing communication. Presently, the organisation has an Instagram account, a YouTube channel and launches women video campaigns. Offline is the organisation active at colleges by giving guest lectures and attend career fairs. Furthermore, Ladies Nights and women only activities are organised. The Dutch Ministry of Defence does its greatest job with the video campaigns and the Ladies Nights. Research of this final project showed that the successes of these marketing communication actions are explained by the added emotion in the video campaign and the need for women to be surrounded by solely women during the Ladies Night of the men’s world.

The Dutch Ministry of Defence could learn from the marketing communication of the Bundeswehr. The Bundeswehr has uploaded successful series about the defence on YouTube, has an Instagram account with many followers and created a successful application, called the challenge application.

Comparing the Bundeswehr its best practices and the survey findings, conclusions for the recommendation of the possible marketing communication could be made. The Bundeswehr has a large amount of followers on their Instagram account. The number of followers are increased thanks to the activities as IGTV and live videos, including Q&A sessions. Engagement is important for high-educated women, thus streaming live videos will be effective to raise awareness about the defence under the target group. Additionally, high-educated women find visualisation important and therefore video campaigns should play a role in the indication of the possible marketing communication. Factors that should be included in the new video campaign are emotion, personal identification with the campaign and clear information about the organisation. Looking at the other best practice of the Dutch Ministry of Defence, a similar offline event as Ladies Night should be implemented. The findings of the survey showed that high-educated women prefer a combined marketing approach of a video campaign and activities on the street linked to the organisation.

The possible direction of the marketing communication will become successful when the video campaign and the activities on the street are connected. In the video campaign it is important to share the right message and to provide clear information about the organisation. Additionally, engagement and visualisation are important. Live videos, virtual reality and activities are opportunities that could be included.

The next chapter contains the recommendations that are built upon the analysis and conclusion, but is originated from the research done for this final project.

7. Recommendations

This chapter contains two types of recommendations: one for the online and one for the offline marketing communication.

Important is that online marketing communication has a connection with offline marketing communication. Currently, a women campaign is launched twice a year for two months. This still is the frequency of the marketing communication.

Online

The current online representation of the Dutch Ministry of Defence works. Therefore, a women video campaign is still the main online promotion. However, the video campaign will be visible more frequently and on a new platform, Instagram.

The new women video campaign includes personal identification, clear information and emotion. The personal identification is presented by filming female officers of different disciplines, such as IT, technique, caretaking and the communication department. The video is filmed hand held to let the viewer feel like they are walking through the work area of the women. Every woman that is filmed states in one sentence what her job is. Meanwhile she is talking, her name and function are displayed. By showing as many female officers as possible in the video, the different disciplines within the organisation become clear. Additionally, while filming the work area, viewers see their potential work environment. To add emotion in the video, family and friends of the filmed women will express shortly their proudness and appreciation for their relative or friend working at the Dutch Ministry of Defence. The filmed women are seeing this part and their reaction is filmed as well. By showing their reaction, the female viewers will realise that working for the organisation is something to be proud of and highly appreciated.

At the end of the video, the offline event is promoted. This will be activities on the street linked to the organisation. The end screen of the video shows the location, the data and an impression of the event under a voice-over saying: "Are you interested in finding out your fitting discipline? Come to "Ministry of Defence goes on the street!". Furthermore, it is clearly showed that this event is for women only. This last part connects the online and offline marketing communication during the women campaign.

The video campaign will be showed during pre-rolls on YouTube, is uploaded on the YouTube channel of the Dutch Ministry of Defence and is posted on Instagram in the IGTV function. To increase the awareness of the video campaign on Instagram, the Dutch Ministry of Defence uploads a sponsored post on Instagram saying the women video campaign can be seen on IGTV on their account.

To keep the interest of high-educated women during the women campaign, Q&A sessions from the filmed women in the video are held. Every week, for a period of two months, a female officer of another discipline participates in a Q&A session, during which viewers can ask questions to the officer. This does not only provide information about different disciplines but also enhance the engagement of the viewers. During the Q&A sessions, viewers can easily access the available vacancies by clicking on a link to the vacancies which is continuously showed during the live video.

The video campaign is launched at the beginning of the women campaign.

Offline

The offline marketing communication contains an event which takes place throughout the Netherlands, in every region at the same time. The event takes place during the last week of the women campaign and will be held in an empty store or another available building that is located in an active neighbourhood. This is important, because women should be able to go into the building and participate in the activities that are organised. The opening times of the event are between 10 AM and 8 PM.

First of all, it is important that only female employees are present at the event. The female officers can answer all questions and share stories with the attending women.

An activity that women can do include virtual reality to let women experience real life work activities, missions and operations. This should be available for all different disciplines, so that every woman can choose her preferred discipline.

Another organised activity to discover the work of certain job functions, is provided by live videos. In the area a tent is placed in which a live video by a female officer of a variable discipline is showed on a big screen. Around twenty women can enter the tent and watch the live video showing a female officer doing her job. She explains what she is doing and what is happening at that moment. In this way, attending women will discover more detailed information about a certain function. Additionally, there is room for questions during the live session. To remain the connection between the online and offline marketing communication, some of the officers doing the live session, are the same officers as the ones in the online video campaign. The factors visualisation and engagement are present during this activity. A live session per discipline will be held every two hours during opening times and is showed at the same time at all the event locations.

Furthermore, to find out whether attending women are fit or smart enough to work at the defence, different tests are available. A fitness test and knowledge tests for different functions are available at the event. After doing a test, the participant receives the result and potential feedback.

To increase the number of women applying for a job interview, women can look at open vacancies at the event. If a woman is interested in a certain vacancy, she can write down her email address and that same evening she will receive an email with the first steps to apply for a job interview. Additionally, the attending women can take brochures, flyers and information booklets.

This recommended direction of a possible marketing communication includes not only a connection between online and offline marketing communication, but also the trends and developments in marketing communication and technology is present. The survey findings are also represented in this recommendation. Therefore, this possible direction of marketing communication could increase the number of women working as an officer at the Dutch Ministry of Defence.

8. Future research

To significantly increase the number of high-educated women at the defence, further research is required. The possible direction of the marketing communication designed in this final project, focusses on the online and offline activities for marketing communication. However, from the interview with P. Martens, it came forward that the application process of the Dutch Ministry of Defence also plays a role in keeping women interest to work at the Dutch Ministry of Defence. On top of that, it should be taken into account that women have another manner concerning job applications as men have.

Another possible cause of the low number of women at the organisation, according to S. van Opstal, is the thought of leaving family behind when going for a mission or not being home very often. To confirm this, a research should be done to discover whether women would be considering a job at the defence if solutions are provided.

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Appendices

Appendix 1: Combination AIDA model and buyer-readiness stages

Appendix 2: PICOC model

Appendix 3: Inclusion criteria literature

Appendix 4: CAT method

Appendix 5: Academic articles and relevance per article

Appendix 6: Interview questions Suzanne van Opstal and Petrouska Martens

Appendix 7: Transcript interview Suzanne van Opstal

Appendix 8: Interview answers Suzanne van Opstal and Petrouska Martens

Appendix 9: Types of survey questions

Appendix 10: Survey questions

Appendix 11: Survey findings

Appendix 12: Student ethics form

Appendix 13: Informed consent form

Appendix 1: Combination AIDA model and buyer-readiness stages*Attention*

The first step of the AIDA model is to consider the communication options to attract the target audience. The Dutch Ministry of Defence desires to attract high-educated women. There is a clear link between attention and awareness and knowledge: attention of the target group can solely increase if there is a right amount of awareness and knowledge among this specific group.

To list communication options for the Dutch Ministry of Defence, previous used communication methods by the organisation are critically reviewed. These data are gathered through an interview, desk research and critically analysed survey. Based on these data, a list of potential communication options can be developed. In addition, communication methods of the German Ministry of Defence are analysed to obtain a different perspective towards marketing communication focussed on women.

Interest

The second step focusses on how to interest the target group in the offered service. For the Dutch Ministry of Defence, this means gain interest by high-educated women in a job at the armed forces. The stages liking and preference from the buyer-readiness stages are linked to this step of the AIDA model, because it is significant to discover the favourable communication methods among this group to achieve interest.

The favourable communication methods within the target audience are revealed through a survey. This research method detects the interests of the target group and the reasons behind the high or low interest towards a job at the Dutch armed forces. The preferred communication method is critically selected from the list of communication channel options. The critical selection includes a revision of the survey and best practices of the German Ministry of Defence, supplemented by relevant literature.

Desire

In this step of the AIDA model, it is important to help the target audience realise that a job at the Dutch Ministry of Defence suits them perfectly. Therefore, desire is connected with the stage of conviction from the buyer-readiness stages. The preferred communication channel, selected out of the list of communication options from step one and step two, has to convince the high-educated women that the Dutch Ministry of Defence offers a suitable job for them. Accordingly, the right message content need to be provided.

The message content is developed based on the survey and related literature. The survey shows the reasons why high-educated women do or do not apply for a job at the Dutch Ministry of Defence. These reasons are compared with the found literature to create a positive attitude towards the defence.

Action

The last step of the AIDA model is getting the target audience to initiate action. The communication channel should include a statement that is designed to get an immediate response from the target group. The action that needs to be taken in the case of the Dutch Ministry of Defence, is the action to apply for a job interview at the organisation. The stage of actual application is linked with the last step of the AIDA model, as the actual application is the desired action from the target group. Additionally, the statement of the communication method has to help the hesitant women to take the final step to application.

Appendix 2: PICOC model

The first table shows the questions asked in the PICOC model. The second table illustrates the answered to these questions for this final project.

Steps	Question
Population	Who is the target group for the investigation?
Intervention	What measurement techniques are used?
Comparison	What are the aspects of the investigation with which the intervention is compared to?
Outcomes	What is the effect of the investigation?
Context	What is the setting environment of the investigation?

Steps	Answer
Population	High-educated Dutch women who could work as an officer at the Dutch Ministry of Defence.
Intervention	A panel survey on marketing communication from the Dutch Ministry of Defence.
Comparison	A comparison with the marketing communication from the German Ministry of Defence.
Outcomes	A SWOT-analysis from the Dutch Ministry of Defence.
Context	An indication of the possible marketing communication for the Dutch Ministry of Defence.

Appendix 3: Inclusion criteria literature

	Inclusion criteria
Date	Published since 2004
Language	English articles
Type of studies	Qualitative and quantitative studies
Study design	Observational studies and descriptive studies
Measurement	<ol style="list-style-type: none"> 1) Studies in which different perspectives on gender diversity within the Defence are reviewed 2) Studies in which effective marketing communication for women was measured.
Outcome	The importance of gender diversity and effective marketing communication
Context	Studies related to the Ministry of Defence

Appendix 4: CAT method

Sub question	Key words	Google Scholar	Business source elite	Taylor and Francis Online
How important is gender diversity within the Dutch Ministry of Defence?	“women” AND “Ministry of Defence”	7.280	33	16.056
	“women” AND “Dutch Ministry of Defence”	7	0	1.788
	“gender (diversity)” AND “military effectiveness”	39	163	221
What are the best practices to target high-educated women for the German Ministry of Defence?	“recruiting” AND “military defence” AND “women”	167	108	2.348
	"military" AND "women" AND "effective recruitment"	548	33	40
	"Bundeswehr" UND "Rekrutierungsstrategie" UND "Frauen"	8	0*	0*
What marketing approach is preferred by high-educated women?	“marketing strategies” AND “millennials”		11	
	“marketing” and “communication” and “millennials”	3.450	76	
	“chatbots” AND “organisations” AND “interactive marketing”	5		

* These databases do not find articles, because they only provide English articles.

Appendix 5: Academic articles and relevance per article**Relevance criteria**

The article is seen as relevant when the information in the article can give, partly, an answer on the research question of this final project.

Criteria	Rating
Irrelevant	1
Relevant and used article	2

Author	Title	Year	Database	Number of cites	Important findings	Limitations	Relevance
Egnell, R.	An analysis on the marketing communication of the Dutch Ministry of Defence Gender Perspectives and Military Effectiveness	2016	Google Scholar	8	Discusses two questions: Why should gender perspectives introduced and implemented in military organisations? And how should this process be managed to do so successfully?	No serious limitations	2
Kovach, c.	How important are masculinity and femininity in the culture of militaries?	2015	Google Scholar	2	Debates the question: How important a role does sexuality and gender play a role within modern military culture? The essay concludes that there is still a strong masculinity culture within the defence. However, the role of militaries are not only masculine roles. The feminine side shows providing for and nurturing the personnel and their families.	Limited relevance to research question	1
Carreiras, H.	Gender and Civil-Military Relations in Advanced Democracies	2015	Google Scholar	5	Addresses the relevance of gender when it comes to understanding the transformations of civil-military relations in advanced democracies. The article highlights that gender is a sensitive indicator of change in military-society relationships.	No serious limitations	1
Braun, L.A., et al.	Research on U.S. military women: recruitment and retention challenges and strategies	2015	Business source elite	9	Examines the possible recruitment and retention challenges and strategies of attracting women to MoD. This is done by comparing literature.	No serious limitations	1
Cawkill, P., et al.	Women in ground close combat roles: the experiences of other nations and review of academic literature	2009	Taylor and Francis Online	29	Discusses that gender diversity within the MoD rather improves team cohesion and consequently, affect operational effectiveness. The report also represents the policies, practices and experiences of military/defence representatives from 27 countries.	Limited relevance to review question	1
Santiago, K.	Companies use storytelling to communicate progress	2016	Business source elite	-	Illustrates examples of companies using storytelling to attract new employees. The storytelling is based upon diversity within the enterprise and the progress of this.	Focused on the UK	1

Soeters, J. & Van der Meulen, J.	Cultural Diversity in the Armed Forces : An international Comparison	2007	Google Scholar	54	Compares the gender diversity within the armed forces of different countries. It includes the start of allowing women in the armed forces and the policies.	No serious limitations	2
Bastick, M. & Duncanson, C.	Agents of Change? Gender Advisors in NATO Militaries	2018	Taylor and Francis Online	325	Examines whether militaries can contribute to a feminist vision of peace and security. The gender advisors share their experiences about women in the military. There need to be greater awareness for gender change in militaries and societies.	Highly focussed on women's security within MoD	1
Zhang, C.	Engaging Generation Y to Co-Create Through Mobile Technology	2017	Taylor and Francis Online	12	Examines factors that entice Generation Y consumers to engage in cocreation activities with firms using mobile technology. Based on the diffusion of innovation theory, this study develops a model that examines the antecedents of the engagement that leads to the co-creation of value using mobile technology	No serious limitations	2
Jakus, D.	Visual communication in public relations campaigns	2018	Google Scholar	-	Identifies the key components of effective campaigns inside PR and marketing by describing the evidence for the power of visual communication.	No serious limitations	2
Dipakkumar, R.	Virtual Reality – Opportunities and Challenges	2018	Business source elite	1	Examines the opportunities and challenges of Virtual Reality.	No serious limitations	2
Faber, S.	Das Image der Bundeswehr in der YouTube-Serie, die Rekruten.	2018	Google Scholar	-	Thesis that analyses the famous YouTube series “die Rekruten” by the Bundeswehr. It is researched to what extent this series improved the image of the Bundeswehr.	Useful literature within the thesis.	2

Appendix 6: Interview questions Suzanne van Opstal and Petrouska Martens

Interview questions Suzanne van Opstal

Step of AIDA model	Questions
Attention	<ul style="list-style-type: none">• What are the different communication channels that the Dutch Ministry of Defence has used to attract women?• What approach was used? Niche marketing, mass marketing or differentiated marketing?• What is the frequency of these marketing communications for women?
Interest	<ul style="list-style-type: none">• Which of the communication channels had the best results, and why was that?• On what aspect was the marketing communication focussed? A specific job or general jobs at the Ministry of Defence?
Desire	<ul style="list-style-type: none">• What does the Ministry of Defence specifically want to communicate to the Dutch women?• Could you explain what factors of the different marketing communication were positively influencing these women?
Action	<ul style="list-style-type: none">• How did the women react on this marketing communication? Did they have a passive or active reaction (for applying at MoD)?• What was the most important factor of the marketing communication that got the women to apply for an interview at the MoD?

Interview questions Petrouska Martens

Step of AIDA model	Questions
Attention	<ul style="list-style-type: none">• What are the different communication channels that the Dutch Ministry of Defence has used to attract women?• What approach was used? Niche marketing, mass marketing or differentiated marketing?• What is the frequency of these marketing communications for women?
Interest	<ul style="list-style-type: none">• Which of the communication channels had the best results, and why was that?• On what aspect was the marketing communication focussed? A specific job or general jobs at the Ministry of Defence?
Desire	<ul style="list-style-type: none">• What does the Ministry of Defence specifically want to communicate to the Dutch women?• Could you explain what factors of the different marketing communication were positively influencing these women?
Action	<ul style="list-style-type: none">• How did the women react on this marketing communication? Did they have a passive or active reaction (for applying at MoD)?• What was the most important factor of the marketing communication that got the women to apply for an interview at the MoD?

Appendix 7: Transcript interview Suzanne van Opstal

Interviewer: Marije van Wetten

Interviewee: Suzanne van Opstal

Date: Thursday 18th of October

Location: Ministerie van Defensie, locatie Amsterdam – Kattenburgerstraat 7

Duration: 32:35

The interview started with a short introduction about the research of the final project.

- Marije “Dus ja, dat is eigenlijk mijn onderzoek en dat doe ik dan aan de hand van het AIDA model: Attention, Interest, Desire and Action. Daar baseer ik mijn onderzoek op. Volgens Wendy was u campagne manager bij Defensie, dus ik vroeg me af wat uw taak is en wat u precies doet?”
- Suzanne “Ja, als campagne manager ben je verantwoordelijk voor een aantal campagnes. Want we zijn hier met vier campagne managers, ik ben er dan één van en ik doe dus onder andere de vrouwen campagne. Mijn taak is om ervoor te zorgen dat die campagne er komt en dat doet ik niet alleen. Dat doe ik ook samen met een team. In mijn campagne team van de vrouwen campagne zitten twee medewerkers van AMC. Wat is eigenlijk doe is het aansturen van reclamebureaus en dan het campagne team.”
- Marije “Oké, ja. Bedenk jij ook de campagnes met medewerkers of is dat dan weer iemand anders die dat bedenkt?”
- Suzanne “Ja, nee, je schrijft een briefing van dit vinden we belangrijk, hier moet een campagne aan voldoen, dit is de doelgroep, dit zijn de randvoorwaarden.. en dan ga je zitten met een reclamebureau en die gaan een strategie bedenken. Daar zitten natuurlijk de creatieve en die doen een voorstel of een aantal voorstellen van “wij denken dat we hiermee een campagne kunnen maken”. Daar ga je dan naar kijken en besluit je waar je mee verder gaat, of dat je een combinatie maakt. Dus je houdt ook rekening met de media middelen, wat je op dat moment wilt, is dan zo’n voorstel daar geschikt voor? Uiteindelijk doen we het dus allemaal samen, maar het echte maken daar heb je gewoon een reclame bureau voor. En als je video’s maakt, of dat nou een commercial voor tv is of online, daar is altijd een productiemaatschap bij. Die zijn verantwoordelijk voor de regisseur, camera.”
- Marije “Ja precies. En gebruiken jullie ook verschillende communicatiekanalen of is het echt puur de media, zoals YouTube, reclames op tv of radio? Of gebruiken jullie ook fysieke campagnes?”
- Suzanne “Ja, wij zijn hier bij defensie verdeeld in twee afdelingen. Je hebt arbeidsmarktcommunicatie en je hebt recruitment. En arbeidsmarktcommunicatie is zeg maar echt het allereerste contact, het afstandelijke contact. Het is niet helemaal waar, want social media is niet meer heel erg afstandelijk en wij hebben ook gewoon WhatsApp. En recruitment die organiseert activiteiten en evenementen en daar hebben we dus inderdaad Ladies nights of tijdens activiteiten dagen aparte groepjes voor meiden.”
- Marije “Oké. Heb jij enig idee welke communicatiekanalen van social media het beste werken? Heb je daar enig inzicht van?”

- Suzanne “Ja. Nou ja, ze werken eigenlijk allemaal wel goed. Instagram wordt gewoon door heel veel jongeren gebruikt, zeker ook door meiden. Snapchat ook, alleen dat is net weer iets anders. Instagram is een soort verslaglegging en Snapchat zijn eigenlijk hele simpele, dagelijkse dingen. Maar daar zitten wij ook op. Op YouTube kopen we pre roles in. Dat werkt ook heel goed, want iedereen kijkt filmpjes. En de eerste 20 seconden moet je dan verplicht naar de advertentie kijken. Dat doet het op zich ook nog wel aardig. En ook een afname op Facebook onder het jongeren gebruikers. Dat zijn dan weer de ouders die wel op Facebook zitten.”
- Marije “Dat is waar. Als jullie nieuwe werknemers aannemen, wordt er dan iets van een enquête of dergelijke gedaan met hoe ben je in aanraking gekomen met defensie of is dat er niet?”
- Suzanne “Dat is volgens mij wel eens geweest en we hebben het ook vaker gezegd. Het ligt ook aan de gesprekspartner, maar er wordt wel eens gevraagd hoe ben je in aanraking gekomen? Alleen dat is een hele lastige vraag, omdat het vaak niet op één manier is geweest. Vroeger, echt lang geleden, had je in de Veronica gids een bonnetje die je in kon vullen. Op die manier zijn heel veel mensen toen in dienst gegaan. Tegenwoordig, je ziet ons op social media, we hebben een hele uitgebreide website, je ziet ons op tv, misschien heb je familie of vrienden. Dus het is eigenlijk als je het gaat vragen, en dan moet je ook kwalitatief onderzoek doen, dat je erachter komt dat ze op meer manieren in aanraking zijn gekomen met ons.”
- Marije “Ja precies. En dat is ook eigenlijk wel jullie doel: dat je op verschillende manieren in het dagelijks leven van..”
- Suzanne “Ja, dat is natuurlijk wel wat je hoopt. En dat ze dan de juiste keuze kunnen maken op basis van de juiste informatie.”
- Marije “Welke informatie proberen jullie dan naar buiten te brengen. En dan voornamelijk richting de vrouwen?”
- Suzanne “Wij hebben het idee, al jaren, dat vrouwen denken, als ze aan defensie denken, dat het alleen maar schieten, vechten en bootcamp gaat. Nou, dat is natuurlijk helemaal niet zo, want dan praat je over infanterie, nou dat is ook belangrijk maar klein onderdeel van defensie. De ondersteunende diensten, omdat je er zoveel hebt, is een heel groot gedeelte van de organisatie. Je hoeft niet voor alle functies een GID te zijn. Dus dat willen we heel graag vertellen en wat we ook willen vertellen is dat je zoveel kanten op kan. Logistiek, techniek, zorg.. dus daar baseren wij eigenlijk de campagne op.”
- Marije “Op welke manieren, of heb je voorbeelden, hoe jullie dat dan gebruiken. Ik noem nu de recente, dat is natuurlijk die persoonlijke video van YouTube. Dat vrouwen naar een filmpje kijken en zeggen dat defensie echt iets is voor hen en dergelijke. Heb je daar nog andere voorbeelden van? Wat hebben jullie in het verleden bijvoorbeeld gebruikt richting vrouwen?”
- Suzanne “Ja, maar in diezelfde campagne periode werken we ook samen met influencers. We hebben met Storyboard gewerkt, waarbij iemand een interview plaatst op haar social media kanalen met defensie meiden. Dat doe je om ook daar, op een andere manier, hetzelfde verhaal te vertellen. Dat vinden wij belangrijk. Óók over alles wat wij doen

daar zit dezelfde boodschap in, alleen de vorm is anders. Je werkt met advertenties, en postings. Daarvoor hebben we met FIFA samengewerkt. Waarbij we tien verhalen hadden die op het FIFA platform werden geplaatst. Waarbij een vrouwelijk militair in gesprek was met haar equivalent in de burger maatschappij. Dus datzelfde soort functie. En daar gingen ze over praten. Dat interview is geplaatst met bijzonder leuke reacties daarop. Dan zagen mensen ook van “oh dat kan je dus ook bij defensie”. We hebben uiteenlopende functies gepakt. We hebben een video gemaakt met meiden op de bank en die moesten reactie geven op een filmpje van een vrouwelijke militair. En na een aantal vragen kwam die vrouwelijke militair dan plots binnen lopen en konden zij dus nog even met haar even verder praten. We hebben ook een aantal portretten gemaakt van vrouwelijke militairen in een mooie sfeer, omdat meiden daar toch wel gevoelig voor zijn.”

Marije “Interessant. Merk je dan ook dat bij bijvoorbeeld die interviews met die vrouwen op de bank die naar dat filmpje kijken, vrouwen die op de computer zitten en zo’n filmpje zien ook daadwerkelijk op de “sollicitatie knop” klikken?”

Suzanne “Dat weet je nooit. Je weet nooit of ze meteen gaan solliciteren. Je ziet natuurlijk wel de verhoogde interesse en je ziet het hele website bezoek natuurlijk enorm stijgen. Maar dat is logisch, want je voert campagne en je verwijst naar de website. Bij vrouwen is het ietsjes lastiger, wat dat betreft, dan bij mannen. En waarom? Vrouwen die gaan net iets serieuzer om met sollicitatie en de voorbereiding erop. En het kan zijn dat vrouwen dus, degene die komen, die geïnteresseerd zijn en die op die knop klikken, er ook al veel beter over nagedacht hebben. Want er is een klein verschil tussen het aantal vrouwelijke geïnteresseerde en het aantal vrouwelijke sollicitanten. Als ik cijfers erbij pak van de afgelopen drie jaar en ik kijk naar het aantal vrouwelijke geïnteresseerde, dan is dat bijna niet toegenomen, 1%. Kijk je naar de cijfers van het aantal vrouwelijke sollicitanten, dan is dat meer toegenomen. Dan denk je, “Hè, hoe kan dat nou?”. Maar dus blijkbaar degene die uiteindelijk solliciteren, zijn veel serieuzer, want die vallen in dat proces ook minder af: van ik ben echt geïnteresseerd naar solliciteren. Ik heb daar een gesprek over gehad met wervingsbedrijven en zeiden ook “vrouwen gaan daar echt anders mee om. Die zitten er anders in, die stellen andere vragen, die zijn beter voorbereid.” Die zijn er echt serieuzer mee bezig.”

Marije “Daar gaat gewoon een langere periode overheen, dus dan was de interesse er bij wijze van spreken drie jaar geleden. In de loop der jaren gaat het aantal sollicitanten omhoog omdat die interesse daadwerkelijk omgaat in sollicitatie.”

Suzanne “Nou, ik denk dat je het nog scherper kan zien. Op het moment dat een meisje iets ziet en denkt “dat is misschien wel iets voor mij”, die gaat er eerst over nadenken, dan gaat ze informatie zoeken en dan weet ze het zeker. Zij zit eigenlijk in haar hoofd al verder in het proces terwijl een jongen kijkt gewoon overal. Dus die lijkt voor ons geïnteresseerd, maar is dat misschien niet. Een meisje is wel al, als ze ook stappen neemt, dan weet ze het eigenlijk al. Maar terugkomend op jouw vraag, van zie je dat ook in de resultaten en kan je dat zien? We kunnen wel zien of ze iets begrepen hebben, want daar vragen we naar, daar doen we onderzoek naar. Welke uitingen ze begrijpen, welke ze leuk vinden en bij ons vinden passen dus dat kan ik per uiting zien.”

- Marije “Is er een bepaalde campagne waarbij echt wel het aantal interesse heel erg duidelijk toenam of is het in het algemeen al zo omdat je in de media bent? Is er een bepaalde campagne waarvan je denkt van “ja, dat was écht een goede”?”
- Suzanne “Ja, de allereerste en de laatste. En wat ik zei, die FIFA artikelen, die hebben het goed gedaan binnen het FIFA platform. Maar de allereerste dat zijn die vier portretten van vrouwelijke militairen, die scoorden heel goed. En de laatste, dat was dat filmpje die in de studio reactie gaven op wat ze zagen en hun eigen voice-over hoorde op het filmpje. Die ging ook heel goed.”
- Marije “Ja, en welke factor in zo’n filmpje maakt dat het goed resultaat oplevert?”
- Suzanne “Als je er emotie in stopt. Dat is nu onze overtuiging. Ik doe het nu twee jaar, die vrouwencampagnes, en degene die het beste hebben gewerkt zijn ook degene die je raken. Het moet sowieso mooi gefilmd zijn en er moet een verhaal in zitten. Het hoeft geen tranentrekker te zijn, je moet wel in dat filmpje worden aangesproken. Ik merk wel dat waar we juist wat meer op die emotie gaan zitten en wat doet het nou met jou, dat soort dingen, die werken goed.”
- Marije “Ja precies. Ik had gelezen dat in ze in Duitsland hebben ze een YouTube serie over militairen en dan leef je eigenlijk een beetje mee. Dat is een hele hit. Kijken jullie ook naar dat soort campagnes van andere landen om daar iets mee te doen of om iets vergelijkbaars te doen. Of zijn jullie hier gewoon bezig met wat werkt in Nederland?”
- Suzanne “Beide. Tuurlijk kijk je om je heen en Australië, wat maakt Australië, wat maakt België of Amerika? Kan het als voorbeeld dienen of dan komt het reclamebureau met een voorstel en dan zeg ik “ja dat lijkt wel heel erg op die en die van dat land”. Dan ga je afvragen, zouden we dat hier ook kunnen doen of kunnen we dat beter. Je gaat het toch een beetje finetunen. Waarbij ik vaak ook denk “je hoeft niet naar andere landen te kijken, want wij doen het gewoon heel goed”. Wij hebben een heel professioneel team, we hebben hele goede reclamebureaus. Als je dat allemaal niet hebt, dan snap ik ook wel dat je afkijkt. Dat je gewoon gaat kopiëren. Maar ja, we houden het wel in de gaten.”
- Marije “Want zo’n YouTube serie, zou dat dan iets kunnen zijn wat in Nederland zou kunnen gaan werken?”
- Suzanne “Ja, dat zou op zich wel kunnen alleen het probleem is je hebt een bepaald budget en daar moet je een campagne van maken. En dat zijn dan de keuzes die je maakt. We hebben nog steeds het idee om iets te doen met een YouTube serie waarbij we vragen gaan stellen aan een vrouwelijke militair terwijl je haar volgt en zij loopt dan op haar werkplek. Dat is een beetje een kopie van 73 questions van Vogue of Cosmo.. één van die bladen online. De allereerste die ik heb gezien was met Sarah Jessica Parker en dan kom je ook echt bij haar thuis. Terwijl zij door haar huis beweegt stelt iemand alleen maar vragen die dat dan zo handheld filmt. Nou, zoiets willen wij ook nog. Maar het moet dus elke keer weer binnen het budget passen en als je gewoon een wat minder budget hebt, dan gaat dat bijna op aan producten maken. Dan kan je dit niet meer doen. Men denkt wel, leuk voor YouTube en lekker simpel maar het kost allemaal geld.”

- Marije “Ja precies. Want wat is de frequentie waarop jullie de vrouwen campagnes naar buiten sturen?”
- Suzanne “Onze campagnes, in principe zetten we die twee keer jaar in. Elke campagne, want we hebben er nogal wat. Dus we zitten om de beurt, want je kan niet vier campagnes tegelijk draaien want dan wordt iedereen gewoon gek van je. Dus we hebben gezegd dan gaan we twee flyers gaan we maken per jaar, maar bij de vrouwen campagne hebben we er nu één gedaan maar dan een lange. Dus toen hebben we twee maanden gelopen. Strategisch is dat gewoon een andere keuze die je maakt.”
- Marije “Het is inderdaad ook maar net wat op dat moment zou werken. Hebben jullie nu nog, naast potentieel de YouTube serie, andere ideeën die jullie een periode naar buiten willen brengen qua vrouwen campagnes?”
- Suzanne “Nee, dan moet ik weer wachten op de volgende periode. Wat wij altijd doen, we hebben zo’n “always on laag”. En met zo’n “always on laag” ben je altijd wel ergens zichtbaar en dat is met de vrouwen campagne ook. Dus je kan altijd wel ergens iets van ons zien. En daarnaast hoeft je niet altijd campagne te voeren als je overal maar vrouwen terug ziet. En in elke campagne van ons zie je vrouwen terug komen maar zie je ook mensen met een tintje terug. Dus op die manier met al je uitingen houd je er ook wel rekening mee.”
- Marije “Ja zeker. Hebben jullie een specifieke marketing aanpak, dus bijvoorbeeld de niche marketing of massa marketing? Gebruiken jullie daar iets van of doen jullie vooral massa marketing omdat dat qua vrouwen, bijvoorbeeld op YouTube, iedereen ziet of op tv. Of hebben jullie ook persoonlijke marketing?”
- Suzanne “Wat bedoel je daar precies mee?”
- Marije “Bijvoorbeeld een persoonlijke email of als mensen de website bezoeken dat ze dan op Facebook pop-ups komen. Zulke marketing acties.”
- Suzanne “Nee.”
- Marije “Is daar bewust een keuze voor gemaakt?”
- Suzanne “Ik zou zeggen van wel, want dat is gewoon een andere manier. Ook daar komt weer, heb je daar budget voor? Voor andere campagnes hebben we dat wel gedaan. Daar werkt bijvoorbeeld mailing inderdaad. Dat hebben we bij hoger opgeleide gedaan. Maar dat is een keuze die je maakt. Als jij een verhaal moet vertellen, zo’n algemeen verhaal, en je wilt het beeld veranderen... ga je dan mensen persoonlijk benaderen of wil je gewoon een sfeer neer zetten? En wat ga je dan zeggen? “Hey meisje.. denk ook eens aan ons?” Dat is wat je doet eigenlijk. Dat kost best wel veel geld, persoonlijke marketing. Het is ook wel zo, het persoonlijke komt eigenlijk ook wel bij de afdeling recruitment. Ik jaag Ladies night aan via social media, dat wordt gepromoot. Daar komen bijvoorbeeld 50 meiden op af en die raken dan in gesprek met al die vrouwelijke recruiters die daar staan. Maar anders dan dat doen we niet.”
- Marije “Wat houdt een Ladies night in? Is dat een soort van kennismaking met defensie met vrouwelijke militairen en dergelijke?”
- Suzanne “Ja. Dat is ooit eens begonnen, recruitment kwam daar mee, kunnen we dan zo’n thema avond organiseren en één daarvan voor vrouwen. Ik zeg “ja hartstikke leuk,

graag want we zijn net een campagne begonnen". Dus dat hebben we gewoon gedaan. We wisten helemaal niet wat we konden verwachten. Als er vijf zouden zijn die komen, hartstikke leuk. Het was in één van onze brandstores toen. Maar het was bomvol. We wisten echt niet wat ons overkwam dus er was gewoon animo. Dus dat hebben ze volgehouden. 12 december, meen ik, is er weer eentje en dat jaag ik dan een beetje aan via social media en meestal komen daar genoeg meisjes op af die dat heel erg leuk vinden. En dan krijgen ze ook van alle krijgsmachtdelen krijgen ze uitleg. Er staan genoeg vrouwelijke militairen om vragen te beantwoorden om ook een stukje beleving mee te geven."

- Marije "Dat klinkt inderdaad wel leuk. Hoeveel procent, van zeg van die 50 meiden, zegt ik kom ook echt bij defensie werken?"
- Suzanne "Gemiddeld nu, wat we nu kunnen zeggen van de afgelopen paar keren, 13% solliciteert. Dat is een goede conversie."
- Marije "Ja, zeker. Dat vind ik wel een goed idee, zo'n vrouwenavond."
- Suzanne "We merken het ook bij een evenement, zijn we een tijd geleden.. toen bedacht een recruiter van we delen het op in groepjes. Dus het activiteitenprogramma, waaronder sporten, dan gaan we groepjes maken. Een groepje waarvan ze al zeker weten dat ze infiltrant willen worden, een groepje voor vevo opleiding. Oh laten we dan ook maar voor vrouwen doen, een clubje meiden. Je kan denken van "wat is dat nou weer voor stom.." maar het werkt! Ze schrijven zich massaal in! Nu ook weer, op een ander evenement, ook weer zo'n women only gedeelte. Vol."
- Marije "Misschien omdat ze zich dan toch een soort van aangesproken voelen omdat het zo erg op de vrouw gericht is. Van "ja dat kan ik ook wel"."
- Suzanne "Ja, of misschien voel je dan dat je je niet hoeft te schamen ofzo tussen die jongens. Misschien is dat het wel. Je kan natuurlijk ook een aparte vragen stellen. Als men het wil, als er behoefte aan is, ben je gek als je het niet doet."
- Marije "Ja zeker. Want hoeveel van zulke evenementen hebben jullie dan nu staan?"
- Suzanne "Dat weet ik niet. Dat ligt er net aan of we een groot evenement hebben. Ik weet dat we in begin juli hadden we de eerste op die manier. In hoorn, in juli, die was heel erg geslaagd. Ja niet zo heel veel. Maar je ziet hier, we hebben een defensie info dag matchday in Nederland en dan de ladies group die is ook al vol. En dat is op 24 oktober. Dus dat is eigenlijk een paar keer per jaar. Omdat ook de brandstores die zijn er niet meer. Dus we moeten het nu weer ergens anders dus. Dan sluiten we ons aan bij één of andere evenementen die we organiseren en een soort van info/voorlichtingsdagen en dan doen we ook een apart gedeelte voor vrouwen. Ik denk dat dat nu steeds regelmatig gaat worden."
- Marije "Als je inderdaad gewoon een redelijk percentage dat zich uiteindelijk aanmeldt voor een sollicitatie. Dan ben je inderdaad gek als je niet meer in zet. Zou je kunnen zeggen dat zulke evenementen meer effect hebben dan social media?"
- Suzanne "Nee, want ze of komen echt heel puur zelf al googelend bij werken bij defensie, want ze vinden het al leuk. Dat is toch al een groot gedeelte die naar dit soort evenementen gaat. Maar er is ook een groot gedeelte die getriggerd wordt door de

verschillende uitingen van de campagne en dat dan in hun hoofd hebben. En misschien pas twee maanden later denken “oh ik ga nog eens eventjes kijken” en dat leuke evenement zien en denken “hier ga ik heen”. Je kan die twee groepen niet van elkaar scheiden, want degene die dit twee maanden geleden gezien of onze campagne twee maanden geleden heeft gezien, uiteindelijk weer op zo’n ladies only avond komt. Dus, nee dat kun je niet zeggen. De campagne is ook voor je onderbewustzijn. Je hebt het drie keer gezien waarschijnlijk, tenminste als wij het goed hebben gedaan ben je ongeveer drie keer in aanraking gekomen met een uiting uit de campagne. Dan zit dat dus ergens in je hoofd opgeslagen en als je dan iets hoort van defensie, dan wordt dat weer aangesproken. Dus dan kan je denken, dat kan ook na een jaar of half jaar zijn, “Oh wacht eens eventjes, ik ga er nog iets mee doen”. Dus zo’n campagne is wel heel erg belangrijk om een beetje te beïnvloeden.”

Marije “En ik zei in het begin natuurlijk bij defensity college, dat ik daar eigenlijk nog heen wil gaan, omdat ze daar 50% vrouwen hebben. Heb jij misschien enig idee waarom daar zo’n groot percentage vrouwen aanwezig is terwijl bij defensie zelf dit percentage rond de 14% is?”

Suzanne “Ja, wat ik nu ga doen is gissen want defensity college is een hele leuke bijbaan als je studeert. 50% van studerend Nederland is vrouw. Zoek jij een leuke bijbaan en ja je moet wel een bepaalde opleiding intern doen, een beetje veldwerk, maar voor de rest zit daar niks raars aan. Dan is dat natuurlijk hartstikke leuk en wat dat betreft ook vrij makkelijk. Waarom vrouwen minder snel voor defensie kiezen als militair als loopbaan, dan mannen, is omdat zij het uitzenden en het combineren van gezin en vechten niet willen. Als je gaat kiezen voor werk, loopbaan, dan is dat zo belangrijk dus dan ga je daar niet voor. Maar kan jij stage lopen, 1, 2, 3, 4 jaar en je weet dat je dat niet op uitzending gaat, en je weet dat al dat soort gevaarlijke dingen niet hebt. Ja ik denk dat dat wel één van de redenen is, ik weet niet of dat specifiek ook zo uitgevraagd wordt, omdat bij onderzoek je bepaalde vragen stelt krijg je andere antwoorden. Dat heeft met psychologie te maken, ik vind dat er te weinig psychologie in de vragenlijsten zit. Dus als jij vraagt “waarom kom jij hier, waarom kom jij bij defensity college?” Dan kan het ook zijn, ik vind het hartstikke leuk. Maar als jij dan gaat vragen “wat zou dan het verschil voor jou zijn met het daadwerkelijk militair worden, als loopbaan?” Dan krijg je misschien weer iets anders. Dus dat is dus één ding waarvan ik denk dat daar meer vrouwen zitten. Hoe zij communiceren.. ja wij communiceren ook heel open en mooi, vind ik zelf. Dus ik zou niet kunnen zeggen daar ligt het aan, aan de wijze van communiceren. Maar ik weet ook nog niet wat het doorstroompercentage is. Ik dacht dat dat wel aardig was. Dat degene die bij defensity college zitten ook geneigd zijn om te solliciteren. Het voordeel daarvan is dat je met eigen ogen ziet hoe het is en op basis daarvan een keus kunt maken. En ook met eigen ogen ziet dat het dus eigenlijk allemaal wel mee valt. En dat is dan wel het voordeel van die stagiaires van defensity college.”

Marije “Ja precies. Voor mij was dit nu wel duidelijk van wat ik op papier heb staan. Als ik eventueel nog vragen heb zou ik dat dan kunnen mailen?”

Suzanne “Ja.”

Marije “Dat is fijn. Dankjewel.”

Appendix 8: Interview answers Suzanne van Opstal and Petrouska Martens

Interview answers Suzanne van Opstal

Step of AIDA model	Questions	Answers
Attention	What are the different communication channels that the Dutch Ministry of Defence has used to attract women?	Social media (Instagram, Snapchat, Facebook), YouTube, website, tv, influencers, FIFA platform, posters (portraits of female soldiers)
	What approach was used? Niche marketing, mass marketing or differentiated marketing?	Mass marketing
	What is the frequency of these marketing communications for women?	Twice a year
Interest	Which of the communication channels had the best results, and why was that?	<ul style="list-style-type: none"> - YouTube & tv → video campaigns - Posters → portraits of female soldiers - FIFA platform
	On what aspect was the marketing communication focussed? A specific job or general jobs at the Ministry of Defence?	General jobs → defence is more than fighting, bootcamp and shooting.
Desire	What does the Ministry of Defence specifically want to communicate to the Dutch women?	The defence contains more jobs than just fighting, shooting and bootcamp. There are many supporting jobs, such as logistics, technique and caretaking.
	Could you explain what factors of the different marketing communication were positively influencing these women?	Emotion
Action	How did the women react on this marketing communication? Did they have a passive or active reaction (for applying at MoD)?	<p>There is no clear overview for this. The number of visitors increases on the website.</p> <p>Women are more serious in the preparation phase to apply for a job. The number of women interested in a job at the Ministry of Defence stagnates. However, the number of applications has a great increase of the past years.</p>
	What was the most important factor of the marketing communication that got the women to apply for an interview at the MoD?	This is not clear. There is not a survey that tells how applicants got in touch with the Dutch Ministry of Defence.

Interview answers Petrouska Martens

Step of AIDA model	Questions	Answers
Attention	What are the different offline communication channels that the Dutch Ministry of Defence has used to attract women?	<ul style="list-style-type: none"> - Schools → contact with schools, organisation is planned for a guest college or career fair. In a certain week in April/March a lot of studies (technique mostly) have a lot of attention towards women and the study - Ladies Night or women only events/activities
	What is the frequency of these marketing communications for women?	Ladies Night in the South region was four times in four months.
Interest	Which of the offline communication channels had the best results, and why was that?	<ul style="list-style-type: none"> - Ladies Night → in four months, there were four Ladies Nights in the South region. Only in the South region is a frequent offer of women days. Ladies Night could become more successful when all regions offer frequent women days and Ladies Nights. - Women could join a boat trip with the marine. Now the organisation tries to get women to try a flight with the air force. - Stories of female soldiers make the events successful.
Desire	What does the Ministry of Defence specifically want to communicate to the Dutch women during the activities?	<ul style="list-style-type: none"> - The defence contains more jobs than just fighting, shooting and bootcamp. There are many supporting jobs, such as logistics, technique and caretaking. - Therefore it is important to invite women from several disciplines to Ladies Night. - Get rid of the stereotype of masculine women or lesbians. But still be honest to say that it is a man's world and that you need to be physically strong, need to sport etc.
	Could you explain what factors of the different activities were positively influencing these women?	<ul style="list-style-type: none"> - There are a lot of candidates for Ladies Night - The target group of women is interested but found it tense to go to an event. For women only it attracts more women

		<p>and has bigger success.</p> <ul style="list-style-type: none"> - It is a cosy night, information is shared and it is showed that female soldiers are also “just” women.
Action	What kind of technologies are used during organised events or activities? The use of VR, AI, live video?	<ul style="list-style-type: none"> - Not yet used, sometimes VR glasses are used during events. - It is hard to get technological materials because of the budget and the tender procedure. - There is not a concrete department for this procedure. - There is a budget of 5.000 – 10.000 euro per activity. The budget in the South region in total is around 1,5 ton.
	What are the strengths and weaknesses of the marketing of the Dutch Ministry of Defence?	<p>Strengths:</p> <ul style="list-style-type: none"> - Recruitment department is able to make potential recruiters enthusiastic - Varied vacancies - Monopolistic <p>Weaknesses:</p> <ul style="list-style-type: none"> - Job application via website, which makes it less personal especially when the recruiters had personal contact before (with Ladies Night for example). The application cannot be done directly, but always has to go via the website. - Applicants don’t hear from the organisation for a long time or get different information than what they heard before. - Tender procedure (to get new materials with a budget above 1200 euros) is formal and takes long. This delays some activities or negatively influences the appearance of the MoD on events.

Appendix 9: Types of survey questions

Multiple-answer multiple choice

Multiple-answer multiple choice questions allows the respondent to select one answer or more from a defined list. The respondent can select all answers that apply to him or her (Survey Monkey, n.d.). This type of question is used to determine through what platform the female students learned about Defensity College.

Ordinal questions

Ordinal questions (or rating scales) displays a scale of answer options from any range. The respondent selects the number that fits with their response (Survey Monkey, n.d.). For the ordinal questions, the range of 1 to 4 is chosen. This range is chosen, because it limits the width of answers. Moreover, there is not a number that represents “neutral”. Therefore, the answers are reliable and clear.

The ordinal questions are used in the category “interest” of the AIDA model. The questions illustrate a formerly used marketing communication action from the Dutch Ministry of Defence. The illustration of these marketing communication actions are relevant, because the possible direction of the marketing communication is based upon the best practices in marketing from the organisation. Thus, it is import to delineate the marketing actions that fit best with the target group.

Furthermore, the ordinal question is used to determine what form of marketing communication creates the highest interest among high-educated women. This question is significant to identify the favourable form of marketing communication.

Likert scales

Likert scales are used to gather opinions and feelings from the respondents (Survey Monkey, n.d.). The Likert scale is used to detect what factors in marketing communication are important for the study population. The rates of “not at all important” to “extremely important” are used. Again, four options are given to avoid the “neutral” answer.

Open-ended questions

An open-ended question is used to require the respondents to type their answer and does not provide pre-set answers (Survey Monkey, n.d.). For this survey, one open-question was used to discover whether the current of formerly used marketing communication of the Dutch Ministry of Defence made the variety of jobs, within the organisation, coherent. Moreover, the open-question required the respondent to substantiate their answer, which is important to detect the confusions towards the target group.

Appendix 10: Survey

Marketing communicatie van Ministerie van Defensie

Mijn naam is Marije van Wetten en ik ben student European Studies. Voor mijn afstudeerscriptie schrijf ik een onderzoek over hoe Ministerie van Defensie meer hoog opgeleide vrouwen kan aantrekken om te werken als officier. Daarvoor is het belangrijk om in kaart te brengen hoe deze hoog opgeleide vrouwen naar de marketing communicatie van Ministerie van Defensie kijken en welke factoren daarin een belangrijke rol spelen.

Marketing communicatie wordt voor dit onderzoek als volgt omschreven: Marketing is de manier waarop een product of service op de markt wordt gebracht en communicatie is gericht op het bericht dat de organisatie wil vertellen.

1. Hoe ben je in aanmerking gekomen met Defensity College? (meerdere antwoorden mogelijk)
 - ☐ Via jouw opleiding
Welke opleiding... ?
 - ☐ Via social media
 - ☐ Via offline reclame
 - ☐ Anders, namelijk....

Attention

2. Waar kom jij de marketing communicatie van Ministerie van Defensie tegen en in welke frequentie? Geef per kanaal aan hoe vaak jij marketing communicatie van Ministerie van Defensie ziet.

Kanaal/Frequentie ->	Maandelijks - nooit	1 -2 keer per week	>2 keer per week	Elke dag
Facebook				
Instagram				
Snapchat				
YouTube				
Tv reclame				
Radio				
Posters op straat				
In mijn schoolgebouw				
Op de schoolwebsite				
Anders, namelijk...				

3. Maakt de marketing communicatie van Ministerie van Defensie duidelijk, voor jou, dat er binnen Ministerie van Defensie een breed spectrum aan beroepsfuncties aanwezig is? Waarom wel/niet?

Interest

Voor de volgende vragen wordt er een marketing actie beschreven. Geef aan van 1 tot 4 hoeveel interesse de beschreven marketing actie wekt om een kijkje te nemen bij Ministerie van Defensie. Waarbij 1 “geen interesse” is en 4 “zeer grote interesse”.

4. In een video campagne van Ministerie van Defensie kijken burgerlijke vrouwen naar vrouwelijke militairen en officieren op scherm. Van te voren hebben de burgerlijke vrouwen verteld wie zij zijn en wat ze graag zouden willen. De voice over van elke vrouw wordt onder het filmpje afgespeeld die deze vrouw aan het bekijken is. Zij realiseren zich ineens dat wat zij willen en wat zij zijn, dat ook aangeboden wordt binnen defensie. De burgerlijke vrouwen reageren geëmotioneerd en verrast. In welke mate wekt dit interesse bij jou?

1 2 3 4

5. Op jouw school wordt er een presentatie georganiseerd waarbij vrouwelijke officieren over hun functie binnen defensie vertellen. Dit zijn uiteenlopende functies, zoals ICT, zorg en militair. Achteraf is er tijd voor persoonlijke gesprekken met deze vrouwen. Hoeveel interesse zou je hierin hebben?

1 2 3 4

6. Wanneer jij in een drukke straat loopt (denk bijvoorbeeld aan een winkelstraat), zie je opeens een marketing activiteit van Ministerie van Defensie. Je kunt een aantal activiteiten doen, die gelinkt zijn aan de functie officier binnen Defensie. Zo kun je via een virtual reality bril in de huid van een officier stappen, denk bijvoorbeeld ook aan de leider van de techniek, cyber of ICT. Verder kun je met (vrouwelijke)officieren praten en is er de mogelijkheid om een fitheidstest te doen. Hoeveel interesse zou dit wekken?

1 2 3 4

Desire

7. Welke vorm van marketing communicatie wekt bij jou de meeste interesse, dat je daadwerkelijk de website bezoekt? Geef dit aan op de schaal van 1 tot 4, waarbij 1 “geen interesse” is en 4 “zeer grote interesse”.

Marketing communicatie	1	2	3	4
Een videocampagne die je online tegenkomt				
Een foto die je regelmatig, online en offline, voorbij ziet komen				
Campagnes op tv				
Posters op straat				
Uitgedeeld flyers				
Activiteiten op straat die gelinkt zijn aan de organisatie				
Activiteiten/presentaties op school die gelinkt zijn aan de organisatie				

8. Welke factoren spelen voor jou een belangrijke rol in het creëren van interesse wanneer je een marketing actie ziet? Geef per factor aan hoe belangrijk deze is voor het wekken van interesse bij jou.

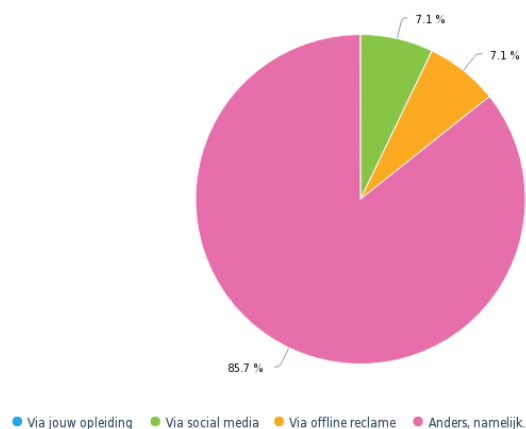
Factor	Geheel onbelangrijk	Onbelangrijk	Belangrijk	Zeer belangrijk
Emotie				
Ik moet mij kunnen identificeren met de campagne				
Duidelijke informatie over de organisatie				
Reden waarom jij bij de organisatie zou moeten werken				
Ervaring van huidige werknemers				

9. Eventuele vragen/opmerkingen

Appendix 11: Survey findings

Question 1

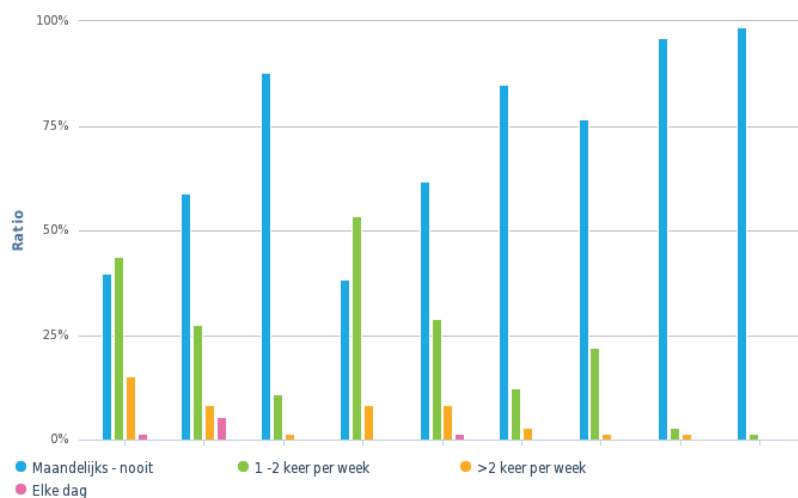
Hoe ben je in aanmerking gekomen met Defensity College? (alleen van belang wanneer je student bent bij Defensity College)



“Anders, namelijk..” concludeerd in n.v.t.

Question 2

Waar kom jij de marketing communicatie van Ministerie van Defensie tegen en in welke frequentie? Geef per kanaal aan hoe vaak jij marketing communicatie van Ministerie van Defensie ziet.



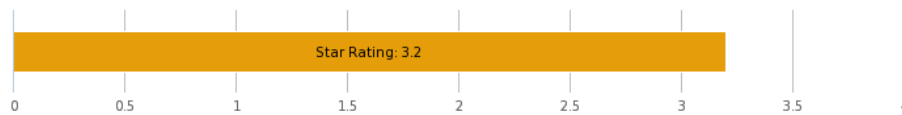
Question 3

Maakt de marketing communicatie van Ministerie van Defensie duidelijk, voor jou, dat er binnen Ministerie van Defensie een breed spectrum aan beroepsfuncties aanwezig is? Waarom wel/niet?

Antwoord	Resultaat
Ja	39%
Nee	61%

Question 4

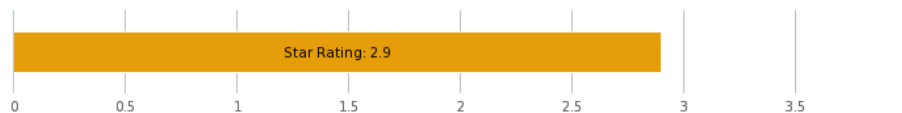
In een video campagne van Ministerie van Defensie kijken burgerlijke vrouwen naar vrouwelijke militairen en officieren op scherm. Van te voren hebben de burgerlijke vrouwen verteld wie zij zijn en wat ze graag zouden willen. De voice over van elke vrouw wordt onder het filmpje afgespeeld die deze vrouw aan het bekijken is. Zij realiseren zich ineens dat wat zij willen en wat zij zijn, dat ook aangeboden wordt binnen defensie. De burgerlijke vrouwen reageren geëmotioneerd en verrast. In welke mate wekt dit interesse bij jou?



Answer Choices	Responses	Ratio
1 / 4	1	1.4 %
2 / 4	10	13.5 %
3 / 4	34	46.0 %
4 / 4	29	39.2 %

Question 5

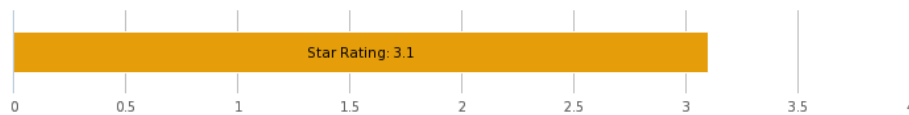
Op jouw school wordt er een presentatie georganiseerd waarbij vrouwelijke officieren over hun functie binnen defensie vertellen. Dit zijn uiteenlopende functies, zoals ICT, zorg en militair. Achteraf is er tijd voor persoonlijke gesprekken met deze vrouwen. Hoeveel interesse zou je hierin hebben?



Answer Choices	Responses	Ratio
1 / 4	5	6.8 %
2 / 4	18	24.3 %
3 / 4	31	41.9 %
4 / 4	20	27.0 %

Question 6

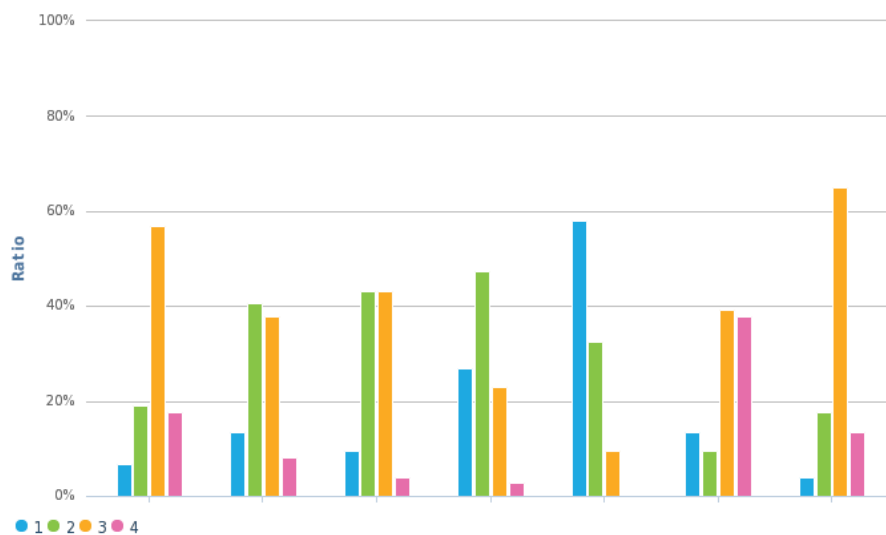
Wanneer jij in een drukke straat loopt (denk bijvoorbeeld aan een winkelstraat), zie je een marketing activiteit van Ministerie van Defensie. Je kunt een aantal activiteiten doen, die gelinkt zijn aan de functie officier binnen Defensie. Zo kun je via een virtual reality bril in de huid van een officier kruipen, denk bijvoorbeeld ook aan officieren in de techniek, communicatie of ICT. Verder kun je met (vrouwelijke) officieren praten en is er de mogelijkheid om een fitheidstest te doen. Hoeveel interesse zou dit wekken?



Answer Choices	Responses	Ratio
1 / 4	6	8.1 %
2 / 4	15	20.3 %
3 / 4	18	24.3 %
4 / 4	35	47.3 %

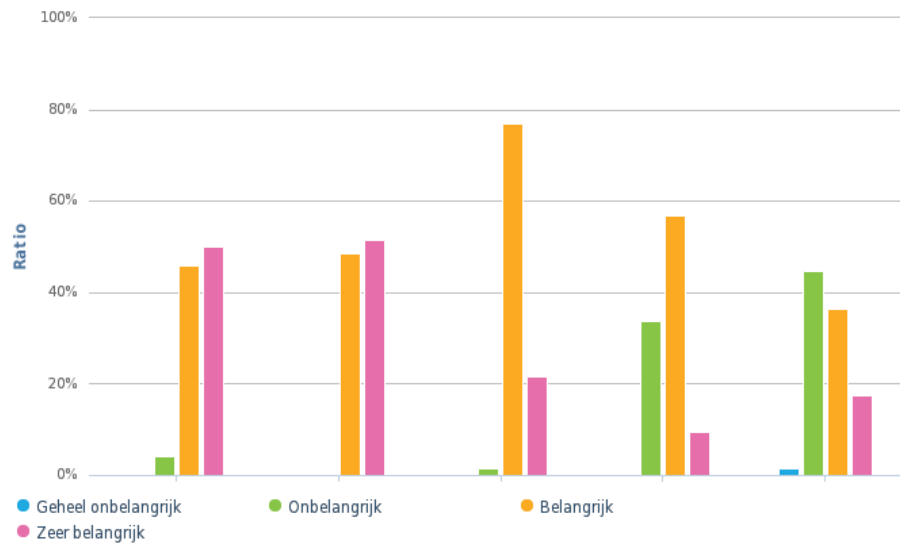
Question 7

Welke vorm van marketing communicatie wekt bij jou de meeste interesse, dat je daadwerkelijk de website bezoekt? Geef dit aan op de schaal van 1 tot 4. Waarbij 1 "geen interesse" is en 4 "zeer grote interesse".



Question 8

Welke factoren spelen voor jou een belangrijke rol in het creëren van interesse wanneer je een marketing actie ziet? Geef per factor aan hoe belangrijk deze is voor het wekken van interesse bij jou.



Appendix 12: Student ethics form**European Studies
Student Ethics Form**

Your name: Marije van Wetten

Supervisor: N.A. Ariëns

Instructions/checklist

Before completing this form you should read the APA Ethics Code

(<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects you should also look at the sample consent form available in the Final Project and Dissertation Guide.

- ✓ Read section 3 that your supervisor will have to sign. Make sure that you cover all these issues in section 1.
- ✓ Complete sections 1 and, if you are using human subjects, section 2, of this form, and sign it.
- ✓ Ask your project supervisor to read these sections (and the draft consent form if you have one) and sign the form.
- ✓ Append this signed form as an appendix to your dissertation.

Section 1. Project Outline (to be completed by student)

(i) Title of Project: An analysis on the marketing communication of the Dutch Ministry of Defence to attract high-educated women to work as an officer.

(ii) Aims of project: The aim of the project is to recommend a possible direction of the marketing communication to interest more women in a job as an officer in any discipline within the Dutch Ministry of Defence.

(iii) Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your supervisor, you should answer 'NO' to this question.)

YES

Section 2 Complete this section only if you answered YES to question (iii) above.

(i) What will the participants have to do? (v. brief outline of procedure): For this final project, both interviews and a survey is held. For the interview, two women are questioned about the current marketing communication within the Dutch Ministry of Defence. The interviewees have to answer questions asked by the interviewer.

The survey is sent via internet (WhatsApp, Email and Facebook) to the sample population. It is asked to the respondents to fill in the survey. There is no direct communication.

(ii) What sort of people will the participants be and how will they be recruited?: For the interview, the campaign manager and the recruiter of the Dutch Ministry of Defence are interviewed. The campaign manager is recruited via Wendy Kwaks, assignment provider of this final project. The campaign manager shared contact information for the recruiter of the organisation.

(iii) What sort stimuli or materials will your participants be exposed to, tick the appropriate boxes and then state what they are in the space below?

Questionnaires, words, other, namely video

Questionnaires is the survey sent to the sample population.

Words are including the interviews.

Video is included in the survey. This is the current women video campaign of the Dutch Ministry of Defence.

(iv) Consent: Informed consent must be obtained for all participants before they take part in your project. By means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual.

(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data?

Before starting the interview, it will be said that the shared information will not be extended to third parties.

In the survey it is shared that the data will not be extended to third parties. Additionally, the survey on Survio is only accessible with the right password.

Student's signature:  date: .. 19-12-2018

Supervisor's signature (if satisfied with the proposed procedures): date:

Appendix 13: Informed consent form

- 1) An analysis on the marketing communication of the Dutch Ministry of Defence to attract high-educated women to work as an officer.
- 2) The aim of this final project is to research how the Dutch Ministry of Defence could interest more women to become an officer. The outcomes of this study are written advices and recommendations for the Dutch Ministry of Defence regarding the enhancement of women. The purpose of the results is to offer the Dutch Ministry of Defence an indication of possible marketing communication that could accomplish their goal. The outcomes are based upon findings of the interviews and the survey. High-educated women are asked about their preferred marketing approach and what are important factors in marketing communication.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed:  _____ Date: 19-12-2018