

# *Segmentation Analysis*

**Final REPORT**

***Submitted to:***

**Department of Defence**

**January 2006**



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# SEGMENTATION ANALYSIS

## About Segmentation

Briefly, segmentation analysis seeks to group people based on common attitudes in order to better understand their wants and needs. Once like-minded people (attitudinally similar segments) are identified, a profile of behavioral and demographic distinctions unique to each segment can be identified.

Segments are rarely clean cut. While there can be one or two “dominant” segments, attitudes often overlap between segments. The analysis of segments identifies prevailing trends and themes within the data – but these trends and themes are not absolute and may not apply equally to each member of a segment.

In essence, segmentation is a quantitative tool with a qualitative sensibility. We are looking to add richness and texture to the numbers by grouping them into segments. As a result, it is as much an art as it is a science, and relies on the ability to see trends or themes running through the data. Just as a mosaic is hard to see by looking at one tile, you cannot “see” a segment by looking at an individual data point.

To conduct the segmentation, the questions used to segment respondents are identified during the questionnaire design stage. In this case, the inputs included a broad range of questions in the research that were designed to identify the attitudes of cadets towards the program. These inputs include, among other variables:

- Satisfaction and importance of various aspects of the Cadet Program (for example the uniform);
- Agreement with attitudinal statements (for example the statement “Cadets is cool”); and,
- Like or dislike of various cadet activities.

The results of this process are presented in detail below.

## Segmentation Overview

Cadets have been segmented into five groups, based on responses to various questions in this research. The names of each segment are intended to convey the key characteristics or “personality” that differentiates each group from the others. That said, these labels are not absolute and do not apply to each member of a given segment; rather they characterize the prevailing trends.

The five segments identified in this research, the percentage of sample each occupies within the overall sample and a brief description are indicated below:

- **Busy Enthusiasts** (32%): Along with Gung-Ho Cadets, these participants are most positive towards the program. However, they are less enamoured by the military trappings and are also kept busy by schoolwork and other extra-curricular activities.
- **Gung-Ho Cadets** (30%): These cadets have the least experience with the program, and are the most enthralled by the uniform and other military aspects of the program. The fervour that they feel today may fade as they progress in the program.
- **Moving On and Ageing Out** (15%): These cadets have been in the program longest, and while they express a high degree of good will, they are ready for new experiences and ready to consign cadets to the status of fond and fruitful memory.
- **Sociable Reformers** (16%): These cadets are most attracted by the social opportunities the program offers and are highly positive towards the program overall. However, they are not as enthusiastic as others, and do not take as much enjoyment from local training activities as others. They want to get as much out of the program as they can, but do not see enough in the program as it is now to stimulate greater enthusiasm.
- **Non-Conformists** (7%): These cadets are the least positive towards the program, and are particularly negative with respect to the militaristic aspects of participation, particularly the uniform. These cadets are more likely to say they are there because their parents want them to be, and are least likely to say they will continue in the program after this year.

## DETAILED ANALYSIS

### Busy Enthusiasts and Gung-Ho Cadets

Busy Enthusiasts and Gung-Ho Cadets are very similar to each other in their strongly positive views of the Cadet Program. For example, at least seven in ten respondents among both Busy Enthusiasts and the Gung-Ho say their view of the Cadet Program has grown more positive since joining. In addition, both groups express higher levels of satisfaction with various aspects of the program tested throughout the research.

The key differences between these groups may be found in the emphasis each places on various aspects of the program and with respect to key attitudinal questions.

Gung-Ho Cadets are particularly enthusiastic with respect to the uniform (73% completely agree that they enjoy wearing the uniform vs. 53% among Busy Enthusiasts and 44% among cadets on average). Gung-Ho Cadets are also much more likely to view the program as one that prepares individuals for the military (32% completely agree vs. 19% among Busy Enthusiasts and 21% among cadets on average).

Elsewhere, Gung-Ho Cadets are more likely to express extreme satisfaction with local training (47% extremely satisfied vs. 30% on average). When asked whether they like or dislike specific aspects of local training, Gung-Ho Cadets are more enthusiastic than others about instructional techniques (61% rate as 7 on a scale of 1 to 7 vs. 50% among Busy Enthusiasts and 43% among cadets on average).

	<b>Busy Enthusiasts</b>	<b>Gung-Ho Cadets</b>
Overall views of the program	Extremely positive (even more so than Gung-Ho Cadets)	Extremely positive
Time in program	40 months	31 months
Attraction to program	Meeting friends and spending time with other young people	Military trappings, particularly the uniform
Drawbacks to Cadets	Time commitment	See no major drawbacks
Favorite local training activities	Sports, marksmanship	Instructional techniques, leadership

As mentioned, Busy Enthusiasts, like Gung-Ho Cadets, typically express much higher than average levels of satisfaction with various aspects of the program; however, they do not express quite the same zeal as Gung-Ho Cadets for the more military aspects of the program.

This is particularly apparent with respect to attitudes towards the uniform. Busy Enthusiasts tend to enjoy wearing the uniform, but not nearly as much as Gung-Ho Cadets. In particular, Busy Enthusiasts are less likely to say that the chance to wear the uniform is part of what attracted them to the program (21% completely agree vs. 24% among cadets on average and 46% among Gung-Ho Cadets).

While they are less likely to view the uniform as an attraction, Busy Enthusiasts are slightly more likely than Gung-Ho Cadets to say they are completely satisfied with opportunities the program offers to meet friends and spend time with other young people (69% vs. 67% among Gung-Ho Cadets and 55% among cadets on average).

Busy Enthusiasts are actually more likely than Gung-Ho Cadets to say their views of the Cadet Program are very positive (82% vs. 75% among Gung-Ho Cadets and 61% among cadets on average). In addition, Busy Enthusiasts are more likely to view fundraising activities as important (87% vs. 77% among Gung-Ho Cadets and 70% among cadets on average).

Busy Enthusiasts are also more likely than Gung-Ho Cadets to say they are involved in extra-curricular activities (65% vs. 59% among Gung-Ho Cadets and 63% among cadets on average). It is perhaps due to this higher level of involvement in other activities that Busy Enthusiasts express time management concerns. In particular, they indicate that conflicts with schoolwork are a drawback of the Cadet Program (42% vs. 29% among Gung-Ho Cadets and 40% among cadets on average) and nearly half agree that being involved in the program is very time consuming (48% vs. 39% among Gung-Ho Cadets and 51% among cadets on average).

Experience with the program is also a key difference between Gung-Ho Cadets and Busy Enthusiasts. Among the five segments identified, Gung-Ho Cadets have spent the least amount of time in the program (an average of 31 months vs. 38 months among cadets overall). Busy Enthusiasts, by contrast, have spent 40 months in the program on average, slightly larger than among cadets overall and much longer than Gung-Ho Cadets.

In keeping with their shorter time in the program, Gung-Ho Cadets are also less likely than average to say they have participated in summer training (72% vs. 85% among Busy Enthusiasts and 80% among Cadets on average).

Taken together, these findings suggest that Gung-Ho Cadets, who are newer to the program, may be as positive as they are towards the more military aspects of the program because of their inexperience with the program. It may be that the trappings of military life form a large part of the attraction for these cadets.

Busy Enthusiasts, who have been in the program longer, express more positive views of the program overall even as they are less enthusiastic towards the military dimensions of the program. In addition, they are more likely to recognize the importance of fundraising and are more likely to participate in other extra-curricular activities (leading to the sense among a significant proportion that the Cadets program is time consuming).

## Demographic Profile

The chart below indicates demographic distinctions between Busy Enthusiasts, Gung-Ho Cadets and cadets overall. Gung-Ho Cadets are more likely to be male and to be younger, and are more likely to be Army cadets. Busy Enthusiasts have spent more time in the program, are more likely to be Air cadets and are more likely to have parents who work in the Canadian Forces and who were themselves cadets.

	Cadets Overall	Busy Enthusiasts	Gung-Ho Cadets
<b>Gender</b>			
Male	62%	61%	67%
Female	38%	39%	33%
<b>Age</b>			
12-13 years	17%	15%	26%
14-15 years	31%	35%	33%
16-18 years	51%	50%	42%
<b>Employment</b>			
Does not have paid employment	53%	54%	56%
<b>Visible Minority/ Aboriginal</b>			
Visible Minority	12%	12%	12%
Aboriginal	4%	4%	4%
<b>Experience with Cadets</b>			
Time in program	38 months	40 months	31 months
<b>Branch</b>			
Sea	18%	22%	17%
Army	36%	29%	42%
Air	46%	49%	42%
<b>Parental experience with Canadian Forces/ Cadets</b>			
Parent(s) work for Canadian Forces	8%	10%	7%
Parent(s) were in Cadets	23%	28%	23%



## Moving On and Ageing Out

One segment among the cadets has grown much less enthusiastic for the program. As a group, these cadets may be appropriately described as those who are Moving On and Ageing Out.

These cadets have been in the program the longest (an average of 51 months vs. 39 months among cadets overall) and are the oldest among the segments identified (77% are 16-18 years of age). Not surprisingly, they are less likely to say they will continue in the program after this year (68% vs. 85% on average) and are more likely to say it is because they are ageing out (50% vs. 42% on average). They are also much less likely to say they still have a lot to learn in the program (36% compared to 69% on average).

Cadets who are Moving On are less likely to express *very* positive views of the Cadet Program (33% vs. 61% on average), although over four in five are positive towards the program (85% very or somewhat positive vs. 94% on average). Their views of the program have become less positive since joining (40% more positive vs. 45% less positive)

	<b>Moving On and Ageing Out</b>
Overall views of the program	Less enthusiastic
Time in program	51 months (longest among the segments)
Attraction to program	Military trappings
Drawbacks to Cadets	Conflicts with schoolwork, time consuming, repetitive programs, fundraising, not much more to learn
Favorite local training activities	Leadership, drill and marksmanship

Various findings suggest that many Cadets who are Moving On joined the program because they like its military aspects, much like the Gung-Ho Cadets. In particular, Cadets who are Moving On are more likely than average to agree that the chance to wear the uniform is part of what attracted them to the program (53% compared to 48% among cadets overall) and to say that they enjoy wearing their uniform (81% compared to 74% among cadets on average). They are also less likely than average to say they would prefer to wear their own civilian clothing during local fitness training (45% vs. 54% on average). Among several tested local training activities, survival training, leadership training and drill are among the favourite activities of Cadets who are Moving On.

Conflicted views towards the uniform underline the faded enthusiasm for the program among Cadets who are Moving On. Despite the fact that Cadets who are Moving On say that the uniform was part of why they joined the program, they are less likely than average to express satisfaction with the dress uniform (69% vs. 75% on average) or with the PT clothing (27% vs. 41% on average). That said, they are not more likely than average to say they would like to see the uniform updated (45% vs. 50% on average).

Fund raising is an area of much lower satisfaction among Cadets who are Moving On (36% vs. 66% on average). And, they are slightly more likely than others to say their corps or squadron fundraises too often (14% vs. 11%). But, they are also less likely than others to say their corps or squadron engages in fundraising on a weekly or monthly basis (33% vs. 40% on average).

Cadets who are Moving On are more likely to choose conflicts with schoolwork (46% vs. 40% on average), the time consuming nature of the Cadet Program (43% vs. 34% on average), repetitive programs (49% vs. 28%) and fundraising (34% vs. 18% on average) as drawbacks of the Cadet Program.

In summary, Cadets who are Moving On remain largely positive towards the program, but feel there is little more it can offer them. While they like wearing the uniform, they are less satisfied with it than they once were; nevertheless, they are not pushing for the program to change the uniform for their sake. These Cadets are Moving On, graduating from high school, and seem to be feeling that the program has grown a bit stale.

Comparing the findings of Cadets who are Moving On and Ageing Out with Gung-Ho Cadets reveals several common traits; most notably, the attraction that more militaristic aspects of the program, such as the uniform and activities like drill and leadership training, hold among members of both groups. Also, both groups are more likely to be male and to be Army cadets. This suggests that many of the Gung-Ho Cadets may eventually reflect the views of those who are Moving On and Ageing Out as they gain experience in the program.

## Demographic Profile

As the table below shows, Cadets who are Moving On and Ageing Out are more likely to be male, more likely to have employment, and more likely to be in the Army Cadets. The most dramatic difference among these Cadets, however, is that they are older and have spent much more time in the program than average.

	Cadets Overall	Moving On and Ageing Out
<b>Gender</b>		
Male	62%	69%
Female	38%	31%
<b>Age</b>		
12-13 years	17%	5%
14-15 years	31%	18%
16-18 years	51%	77%
<b>Employment</b>		
Does not have paid employment	53%	47%
<b>Visible Minority/ Aboriginal</b>		
Visible Minority	12%	10%
Aboriginal	4%	2%
<b>Experience with Cadets</b>		
Time in program	38 months	51 months
<b>Branch</b>		
Sea	18%	17%
Army	36%	44%
Air	46%	39%
<b>Parental experience with Canadian Forces/ Cadets</b>		
Parent(s) work for Canadian Forces	8%	5%
Parent(s) were in Cadets	23%	15%

## Sociable Reformers

As their name suggests, the Sociable Reformers are characterized most significantly by a view of the Cadets as a program that enables them to meet friends and foster social connections.

Sociable Reformers are more likely than others to say they joined the program because friends were in it (21% vs. 16% on average). Nearly all of these cadets say that meeting and spending time with other young people is an important part of the program (95% vs. 90% on average) and choose meeting new friends as a key benefit of the program (38% vs. 27% on average). In addition, meeting and spending time with other young people is also the area of greatest satisfaction among several tested aspects of the Cadet Program (87% satisfied vs. 89% on average).<sup>1</sup>

	<b>Sociable Reformers</b>
Overall views of the program	Highly positive, but less enthusiastic
Time in program	37 months
Attraction to program	Social opportunities and challenging oneself
Drawbacks to Cadets	Time consuming, conflicts with schoolwork, the uniform, and (to a lesser extent) discipline and authority
Favorite local training activities	Leadership, drill and marksmanship

The “reform” aspect of the Sociable Reformers is less clear-cut.

The uniform is an obvious area of contention among the Sociable Reformers. They are less likely to express satisfaction with the uniform (60% vs. 80% on average) or to view the uniform as an important aspect of the program (68% vs. 84% on average). And, they are much more likely than others to say they would like to see the uniform updated (80% vs. 50% on average).

But, a desire to change the uniform would hardly warrant the title of “reformer” by itself. The notion that these cadets are “reformers” is found in the contrast between

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<sup>1</sup> It is worth noting that busy enthusiasts and gung ho Cadets are more positive than others throughout the research, including meeting and spending time with other young people. The sociable reformers, while not quite as enthusiastic, are much more positive than are Cadets who are Moving On and the non-conformists with respect to the program overall and particularly opportunities for social interaction.

nearly unanimous positive views of the program and generally less positive views towards most of the tested aspects of local training.

Nearly all Sociable Reformers express positive views of the program overall (98% vs. 94% on average), a level of positive views that is on par with Busy Enthusiasts (98%) and Gung-Ho Cadets (97%). However, Sociable Reformers are much less enthusiastic than Busy Enthusiasts and Gung-Ho Cadets (41% *very* positive vs. 82% among Busy Enthusiasts and 75% among Gung-Ho Cadets). They are more likely than average to say their views of the program have grown more positive since joining (58% more positive vs. 18% less positive), but are also more likely to say their opinion has not changed (23% no change vs. 16% on average).

Although the Sociable Reformers are almost unanimously positive with respect to the program overall, they are less likely than average to say that they enjoy any of the tested local training activities with the exception of music (64% vs. 61% among cadets on average). Even though the Sociable Reformers express more positive views of the program overall than do Cadets who are Moving On and Ageing Out, this latter group of cadets are consistently more likely to say they like local training activities.

Sociable Reformers are more likely to indicate the time consuming nature of the Cadet Program (57% vs. 34% on average), conflicts with schoolwork (53% vs. 40% on average), the uniform (28% vs. 11%) and discipline and authority (16% vs. 8%) as drawbacks to the program. They are also more likely to say that their Cadet corps or squadron engages in fundraising "too often" (16% vs. 11% on average), but only slightly more likely to say their Cadet corps or squadron engages in fundraising on a weekly or monthly basis (43% vs. 40% on average).

In addition, Sociable Reformers are more likely than others to say they are involved in extra-curricular activities other than the Cadet Program (68% vs. 63% on average).

Taken together, these findings suggest that Sociable Reformers appreciate the program as a whole, but are not necessarily seeing enough of interest to them in the activities it offers. It is possible that this dynamic is related to the fact that Sociable Reformers are most likely among the segments analysed to be female (as indicated in the demographic profile below).

## Demographic Profile

As the demographic profile below demonstrates, Sociable Reformers are much more likely to be female than cadets on average, are more likely to be Air cadets and are more likely to say they have a parent who works for the Canadian Forces.

	Cadets Overall	Sociable Reformers
<b>Gender</b>		
Male	62%	45%
Female	38%	55%
<b>Age</b>		
12-13 years	17%	17%
14-15 years	31%	36%
16-18 years	51%	48%
<b>Employment</b>		
Does not have paid employment	53%	52%
<b>Visible Minority/ Aboriginal</b>		
Visible Minority	12%	14%
Aboriginal	4%	4%
<b>Experience with Cadets</b>		
Time in program	38 months	37 months
<b>Branch</b>		
Sea	18%	16%
Army	36%	32%
Air	46%	52%
<b>Parental experience with Canadian Forces/ Cadets</b>		
Parent(s) work for Canadian Forces	8%	12%
Parent(s) were in Cadets	23%	23%

## The Non-Conformists

Among the segments analyzed the Non-Conformists express the least positive towards the Cadet Program overall and with respect to specific aspects of the program. In keeping with the overall positive views expressed by cadets in this research, it is notable that this segment is the smallest among those analyzed.<sup>2</sup>

Although Non-Conformists are much less likely to express *very* positive views of the Cadet Program (10% vs. 61% on average), a strong majority does express positive views of the program (72% very or somewhat positive vs. 94% among cadets overall). That said, Non-Conformists are most likely to say their views of the Cadet Program have grown less positive since joining (29% more positive vs. 46% less positive).

Perhaps not surprisingly, Non-Conformists most commonly say they joined the Cadet Program because they were made to (17% vs. 7% on average) when asked why they decided to become a cadet. Others say they joined because of friends in the program (15% vs. 16% on average).

	<b>Non-Conformists</b>
Overall views of the program	Least positive, very little enthusiasm
Time in program	39 months
Attraction to program	Because they were made to join
Drawbacks to Cadets	The uniform and the more militaristic aspects of the program
Favorite local training activities	Sports, but much take much less enjoyment in all activities than others

Non-Conformists are dissatisfied with fundraising (66% say they are dissatisfied compared to 16% on average), but are actually less likely than others to mention fundraising as a drawback (16% vs. 18% among others) and are not much more likely to say their corps or squadron engages in fundraising on a weekly or monthly basis (44% vs. 40% on average).

The elements that appear to turn these cadets off relate to the military trappings, particularly the uniform (51% dissatisfied vs. 10% on average). Non-Conformists are more likely to indicate that the program is too militaristic when asked to choose among

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<sup>2</sup> Only 82 respondents out of 1,244 are included in this segment. Due to this small sample size, these results should be interpreted cautiously.

potential drawbacks to joining the Cadet Program (30% vs. 5% among other cadets) and are less likely to say they enjoy any of the local training activities tested, particularly instructional techniques (20% like this activity vs. 43% on average) and drill (19% like this activity vs. 82% on average).

Non-Conformists are the most likely among the segments analyzed to say that they are involved in extra-curricular activities other than cadets (70% vs. 63% on average).

Unlike the Sociable Reformers, the Non-Conformists do not seem to want the program to change for them – they simply do not want to belong. This is clear in the lower importance that these cadets assign to several aspects of the program (for example, 92% of cadets overall consider 'challenging yourself' an important aspect of the program compared to just 51% among Non-Conformists).

In light of these findings it is perhaps not surprising to note that Non-Conformists are much less prone to say that they are *very* likely to continue being a cadet after this year (16% compared to 70% among cadets overall); however, perhaps due to the wishes of their parents, a majority of Non-Conformists do say that they are likely to continue in the program after this year (51% very or somewhat likely vs. 85% on average).



## Demographic Profile

The demographic profile of Non-Conformists is indicated below. These cadets are similar to others in most key respects (for example, they share a common age profile as cadets overall), although they are notably more likely to identify themselves as Aboriginal. It is also worth mentioning that these cadets are less likely to be female (33% vs. 38% on average).

	Cadets Overall	Non-Conformists
<b>Gender</b>		
Male	62%	65%
Female	38%	33%
<b>Age</b>		
12-13 years	17%	18%
14-15 years	31%	28%
16-18 years	51%	53%
<b>Employment</b>		
Does not have paid employment	53%	51%
<b>Visible Minority/ Aboriginal</b>		
Visible Minority	12%	13%
Aboriginal	4%	10%
<b>Experience with Cadets</b>		
Time in program	38 months	39 months
<b>Branch</b>		
Sea	18%	14%
Army	36%	37%
Air	46%	49%
<b>Parental experience with Canadian Forces/ Cadets</b>		
Parent(s) work for Canadian Forces	8%	4%
Parent(s) were in Cadets	23%	22%