

# Relevance of communication strategy and its relationship with insight to achieve advertising effectiveness: the Spanish case

## Importancia de la estrategia de comunicación y su relación con el *insight* para conseguir la eficacia publicitaria: el caso de España

### *Importância da estratégia de comunicação e sua relação com o insight para atingir a eficácia da publicidade: o caso de estudo da Espanha*

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**ABSTRACT** | This qualitative research examines the role that the communication strategies used by brands have played from 2009 to 2018 (both years included), to achieve advertising effectiveness and thus achieve their communication and marketing objectives. The analysis of 39 cases of study of the awarded campaigns in the Gold Category, in business communication efficiency, of the *Eficiencia* awards in the last 10 years, along with the realization of a Delphi panel of 12 experts from the advertising sector, in the field of strategic planning, provide real and novel data about this subject. The conclusions show the relevance of communication strategies in the development of an advertising campaign and to what extent insight is important in this process, since it appears in 23 of the 39 campaigns analyzed, although in ten of them the *insight* is not evident, but it is possible. The study also provides an insight definition and classification, based on the research results, which differentiates between active and human insight –when the person conducts the action and expresses it through emotions–, and passive and external insight, when the person receives the action that induces him/her to buy the product.

**KEYWORDS:** communication strategies; insight; advertising effectiveness; Delphi; case studies; advertising campaigns.

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**RESUMEN** | Esta investigación cualitativa examina el rol que han jugado las estrategias de comunicación utilizadas por las marcas desde 2009 a 2018, ambos años inclusive, para alcanzar la eficacia publicitaria y poder así conseguir sus objetivos de comunicación y de marketing. El análisis de 39 casos de estudio de las campañas premiadas en la Categoría Oro, en eficacia en comunicación comercial, de los premios Eficacia en los últimos 10 años, junto con la realización de un panel Delphi, compuesto por 12 expertos del sector publicitario, en el ámbito de la planificación estratégica, aportan datos reales y novedosos sobre esta materia. Las conclusiones muestran la relevancia de las estrategias de comunicación en el desarrollo de una campaña publicitaria y en qué medida el insight es importante en este proceso, ya que aparece en 23 de las 39 campañas analizadas, aunque en diez de ellas no se evidencia –pero sí se revela– un posible insight. También se aporta una definición y una clasificación de insight, derivada de los resultados obtenidos en la investigación, en la que se diferencia entre insight activo y humano, cuando es la persona la que realiza la acción y lo expresa a través de las emociones, e insight pasivo y externo, cuando es la persona la que recibe la acción que la induce a moverse a comprar el producto.

**PALABRAS CLAVE:** estrategias de comunicación; insight; eficacia publicitaria; Delphi; estudio de casos; campañas publicitarias.

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**RESUMO** | Esta pesquisa qualitativa examina o papel desempenhado pelas estratégias de comunicação usadas pelas marcas, entre 2009 e 2018 ambos anos inclusive, para atingir a eficácia da publicidade e, por conseguinte, conseguir tanto os seus objetivos de comunicação como de marketing. A análise de 39 casos de estudo das premiações na categoria Gold na eficiência da comunicação comercial, dos prêmios Eficácia, nos últimos 10 anos, junto com a realização de um painel Delphi, formado por 12 peritos do setor publicitário, no domínio do planeamento estratégico, fornecem dados reais e inovadores sobre o assunto. As conclusões mostram a relevância das estratégias de comunicação no processo de desenvolvimento de uma campanha publicitária e até que ponto o *insight* é importante nesse processo, já que aparece em 23 das 39 campanhas analisadas embora em dez delas não haja provas – mas é evidente um possível *insight*. Fornece também uma definição e classificação por *insight* com base nos resultados obtidos na pesquisa, em que é feita uma distinção entre *insight* ativo e humano, quando é a pessoa que realiza a ação e a expressa através das emoções e *insight* passivo e externo, quando é a pessoa que recebe a ação que a induz a mover-se para comprar o produto.

**PALAVRAS-CHAVE:** estratégias de comunicação; insight; eficácia publicitária; Delphi; estudos de caso; campanhas publicitárias.

## INTRODUCTION

This work presents an analysis of the advertising campaigns of the last ten years (2009-2018) that won the Eficacia awards in Commercial Communication. The Eficacia Awards were created in 1997 to respond to the needs of the advertising sector, since advertisers were demanding results at the level of notoriety, sales or other types of profitability. These awards, granted by the Spanish Association of Advertisers (AEA, by its Spanish acronym), recognize and reward the work of the advertiser and agency teams, placing efficiency as the true end of advertising activity. These awards are a complement to the El Sol Advertising Festival, which rewards advertising creativity.

In 2002 the first book that collected the winning cases of that edition of the Eficacia Awards was published. From that year until today, the award-winning campaigns continue to be published, reflecting in detail the brands' challenges, their communication and marketing objectives, their strategies, the means that led a campaign to win a prize, and the results that show its effectiveness. In Spain, being granted an Eficacia Award is the highest professional recognition in the advertising field.

The history in figures of the Eficacia Awards, which in 2018 celebrated its 20th edition, can be summarized as follows:

- In 1997 there were only 35 campaigns presented; in 2009, 140 and in 2018, there was a total of 197.
- The prizes awarded in 1997 were 24, in 2009, they rose to 32 and in 2018, a total of 38 trophies were distributed.
- Throughout these years (1997-2018) a total of 453 agencies and 865 advertisers have participated.

This research aims to:

1. Analyze the importance of the communication strategies used by brands throughout the period studied, to differentiate themselves in the market and achieve advertising effectiveness.
2. Study the role that insight plays in all this process and inquire since when the term insight began to be used in advertising agencies, to know if it is relevant or if it is one more piece to achieve advertising effectiveness.

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1. [www.premioseficacia.com/historia-premios-eficacia/](http://www.premioseficacia.com/historia-premios-eficacia/)

3. Analyze what other factors are important in the development of the entire advertising process.
4. Verify which elements are valued to achieve advertising effectiveness.

In order to answer these and other questions, we used a qualitative methodology based on the analysis of the case studies of the campaigns awarded in the Gold Category (39 campaigns) in the last ten years, reinforced with the creation of a panel of experts made up of 12 professionals from the advertising sector.

The analysis of the case studies of the award-winning campaigns from 2009 to 2018, both inclusive, along with the performance of the Delphi analysis, aims to respond to the objectives set out in this research.

The result that this work seeks to obtain is to show the relevance of communication strategies in the process of developing an advertising campaign, and to see to what extent insight, along with other elements of communication, is necessary to connect the brand with the consumer and achieve advertising effectiveness.

## **THEORETICAL FRAMEWORK**

The research presented in this work uses a theoretical framework that encompasses three important concepts: communication strategies, insight, and advertising effectiveness.

### **Communication strategies**

The advertising strategy is a written document derived from the briefing; it must answer the questions what to say, how to say it and who to tell it to, choosing the appropriate means to reach the target audience, i.e., clearly define who we are and what we offer in a different, clear, simple and persuasive way. It is a task that only brands with purpose, values and social commitment manage to carry out with good results.

In order for a communication strategy to provide solutions to the problem posed by the advertiser and guarantee the effectiveness of the advertising campaign, it is necessary to highlight some key concepts: define the profile of the target audience, what problem we want to solve, know the positioning of our product in the consumer's mind, make a complete description of the product, reflect the main attribute of the product (benefit), what evidence can we provide to demonstrate the real benefit of the product (reason why), show the tone and rhythm of the message, and differentiate through creativity and the means and supports that we are going to use (García-Uceda, 2011). Víctor Piccione, Communication Manager of Ford Spain, explains it in a more concrete way: "The strategy is the creation of

guidelines that allow making decisions quickly and precisely in order to achieve the objective set” (cited in Ayestarán, Rangel, & Sebastián, 2012, p. 128).

Brands have realized the value of the action-oriented communication strategy (Pérez, 2008) and how the strategy can transmit values, emotions, feelings, which mobilize the target audience. Pallete emphasizes that “(...) brands can add value to people’s lives, beyond the products they sell. In addition, people expect it and give brands that power, a power that carries a responsibility and, at the same time, an opportunity” (Leal, 2019).

Strategy is a key piece in the entire strategic process: it implies a tendency towards action that culminates in conduct (Matilla, 2017). The essential difference between reason and emotion is that emotions lead us to action, while reason generates conclusions (Roberts, 2005). As Mayorga Escalada (2016) explains, there has been an important qualitative leap, which goes from the material and tangible to the construction of identity, with values associated with the audiences’ personality, leading to a reinforced connection of the brand and the consumer. The strategy must be able to define a problem and find which insight will work best or will derive in a change from the consumer.

### **Insight**

But what is an insight? According to López Vásquez, it is “any truth about the consumer whose inclusion in an advertising message makes it gain notoriety, truthfulness, relevance and persuasion in the eyes of said consumer” (2007, p. 40). In the words of Casabayó and Martín (2010), it is a motivation of the consumer that mobilizes him/her in a captivating way, because it is part of that person. Other authors relate it to a truth that sheds new light on the problem (Pollard, n.d.). Arguably, insight is a very obvious thing, but it had never been expressed that way. Authors like Mark Payne go a little further and show that, in order to define what is being pursued, we have to start at the end and deconstruct it. This is why he explains that “an insight is a fresh, potent and energizing truth” (n.d.).

In short, an insight is part of the strategic process of the campaign. The origin of the insight is in psychology, but in the field of advertising this term does not begin to be used until the advertising agencies incorporate the strategic planning department, whose head is the director of strategic planning, known as planner, a figure that does not appear until the 90s in Spain (García Guardia, 2009). According to Álvarez Ruíz (2012), the elaboration of the strategy is one of the tasks most valued by the agency and the advertiser, and good planners have to be able to discover the insight and show it to creatives in a clear way so that they can build a good campaign.

As Sánchez Blanco (2011) explains, the origin of strategic planning arises with the interest of incorporating the consumer's voice within the agency. In other words, in the advertising process, there must be a person who defines what the customer's problem is, who takes into account the needs of consumers, who inspires creatives, and who makes consumer-directed advertising relevant and effective (Osler, 2003; Hackley & Morrison, 2003).

The success of a strategy lies in connecting the brand with the consumer through insights based on values, emotions, motivations, and truths. The consumer looks for meanings in the brands. If brands add value, it is because they have meanings. As Aaker and Álvarez del Blanco explain, "(...) brands are assets, have value and drive business strategy and performance" (2014, p. 21). In addition, the place that a brand wants to occupy in the mind of the consumer is no longer defined by the brand but is given based on the value it brings to people's lives. Getting to be in the mind of the consumer is having more opportunities to achieve the goals.

Therefore, choosing the right strategy implies selecting the path that best suits the brand; in this journey, it is necessary to choose the appropriate elements (insight would be one of them) to be able to carry it out successfully, and thus meet the objectives established by the advertiser. Bill Bernbach stated that the main objective of advertising was to sell (cited in Moliné, 2000).

### **Advertising effectiveness**

Thus, would it be understood that the only factor that measures advertising effectiveness would be sales? There are authors who explain that advertising effectiveness is not only achieved through excellent communication, but that "(...) responsibility for sales or a brand's market share cannot be attributed solely to advertising activity, but to the set of elements that affect the consumer's purchasing behavior" (Sánchez Herrera, 2017, pp. 31-32).

But what would those elements be? The results section of the book on the Commercial Communication Eficacia awards (Asociación Española de Anunciantes & Scopen, 2018) define the effect on people and commercial results as important factors in measuring effectiveness. The Spanish Association of Advertisers, in these same awards, emphasizes that effectiveness focuses on the results achieved thanks to the communication action (notoriety, sales or other profitability). Until now, no one determines what exactly the elements that measure advertising effectiveness are, but most authors continue to claim that business objectives matter more than attitudes and behavior (Palmatier, Dant, Grewall, & Evans, 2006). Sales alone cannot be the most important objective, since there are other factors that can affect them.

The concept of advertising effectiveness includes, as Martí Parreño (2012) states, cognitive, affective, and behavioral factors. At this point, it is difficult and complex to assess what exactly are the elements that measure advertising effectiveness, since there are rational and emotional aspects. But a research conducted by González Oñate, Vázquez Cagiao and Farrán Teixidó (2019) shows that emotional models achieved a greater market share and increased sales. Therefore, advertising effectiveness measures, among others, attitudes towards the product, brand recognition, recall, consumer behavior, all of which influence sales and market share. Advertising effectiveness will also help brands achieve differentiation and relevance, which, as Vázquez (2019) very well points out, is important to avoid falling into invisibility.

Advertising effectiveness will have been achieved when both the communication and marketing objectives proposed by the advertiser are met. To achieve these objectives, it will be necessary to develop a good advertising strategy and highlight the insight that connects the brand with the consumer. However, it will not be the only element necessary to achieve advertising effectiveness since this concept involves both rational and emotional elements and measures attitudes and behaviors or market shares.

## **METHODOLOGY**

Based on the results obtained in the desk research, in which the academic, professional and advertising publications related to the object of study have been analyzed, it is proposed within the qualitative phase to conduct a case study and a Delphi panel to identify the role that communication strategies have played in the strategic process of the advertising campaigns analyzed. These techniques have been chosen because they are considered the most appropriate to collect information on the object of study.

Despite being questioned by some authors (Bonoma, 1985; Stake, 1998; Bonache, 1999; Arias, 2003), the case study is today a valuable research tool for being descriptive, heuristic, and inductive. Although Beberland and Lindgreen (2010) conducted a study (1971-2006) in which the debate on the quality of case study research continued, many authors have recognized the value of case study research in social sciences, and how to improve them by applying cross-cases (Elman, Gerring, & Mahoney, 2016).

Authors such as Apablaza-Campos and Codina (2018), and Feenstra (2013) use the case study in their research with satisfactory results. It is useful for our study, because it is an empirical research to collect data and analyze it in real life contexts (Yin, 2018). This methodology constitutes a structured procedure for the

selection, compilation, contrast, and presentation of data (Stott & Ramil, 2014). Furthermore, as López Vera and Basantes Cuesta (2015) explain, it is a very useful tool that brings reality and pursues mental decision and choice processes that are not usually satisfactorily covered with quantitative research.

Therefore, this method has been chosen to analyze the advertising campaigns awarded at the Eficacia Awards, since it is important to know how and why the term insight has been used in these years, in addition to learning from what has been observed and being the gateway to subsequent focal studies of a quantitative or qualitative nature (Cepeda, 2006).

The variables of the case study of the Eficacia Awards analyzed in this work are presented below: period, chosen category, campaigns conducted by the brands in the different selected media (television, radio, social networks, etc.), objectives approaches, strategies developed, use of insight and results. All this reflected in the results book of the Eficacia Awards.

We analyzed 39 campaigns of the Gold category in effectiveness in commercial communication between 2009 and 2018. Every year, in this category, four golds were awarded, except in 2011, when three were awarded (that is why there are 39 and not 40 campaigns analyzed). In 2017 and 2018, the established structure that normally rewarded four brands in the aforementioned category disappears, to give rise to other categories. For the analysis of the campaigns of the last two years, we chose advertising pieces awarded with a gold within the first four categories in order of appearance: Building a brand, Best integrated campaign, Most innovative strategy, and Best product/service campaign.

The analysis was based on four pillars: challenge and objectives that brands face; the strategies used in the development of the campaigns to solve the problem; the presence or absence of an insight in strategic decisions, and results, i.e., the return on investment made in communication by the advertiser to measure advertising effectiveness.

As a complement and reinforcement to the case study, we used the Delphi method, a prospective technique that allows flexibility and favors a reflective and confidential exchange of different points of view (San Eugenio Vela, Fernández-Cavia, Nogué, & Jiménez-Morales, 2013; Piñuel & Gaitán, 2010). It has also been chosen because the qualitative techniques are considered one of the most complete to collect data, such as descriptions, observations and dialogues on open-ended questions (Luna Huertas, Infante Moro, & Martínez López, 2006), and because the opinion of an individual tends to have less reliability than that of a homogeneous group of people on equal terms (Gordon, 2009).



The types of studies that adapt to the use of this method are those that meet some of the following characteristics: not having enough information, problems of costs and time of the participants, maintaining a certain heterogeneity of the participants and thus ensuring the validity of the results, and when the experts are physically dispersed and require anonymity (Cabero & Infante, 2014).

The research is conducted with the purpose of analyzing and interpreting the visions and points of view of a group of experts regarding the object of study and detecting future trends; therefore, the Delphi method is one of the most adequate, since experts' opinion is the best tool available to solve problems (Rowe & Wright, 1999).

The study is made up of a sample that includes experts from the advertising sector, specifically from advertising agencies. One of the criteria for the selection and identification of the profiles of these experts was their prestige and experience in the subject of study. A panel of experts implies "(...) conducting a nominative process based on a formal proposal to recognized and relevant experts in the research topic, either for their knowledge and/or experience, along with their willingness to participate" (López Gómez, 2018, pp. 22-23).

We selected a total of 12 professionals in the field of strategic planning, who currently work as directors of strategic planning in the main agencies in Madrid and Barcelona. They were recruited and invited to participate via email. It is recommended that the number of experts consulted is not less than seven, because otherwise the information offered would not be representative (Hsu & Sandford, 2007; Novakowski & Wellar, 2008). Hence, our panel meets the main requirement to validate the results obtained.

Once they agreed to participate, they were sent a questionnaire in which they were asked their opinion, anonymously, on the object of study. In total, during the fieldwork, two questionnaires were sent in two different waves. The first took place between March 4 and 25, 2019, a period that was provided to the experts to answer the questions of the first survey. The questionnaires sent to the experts revolved around the importance of the communication strategy to achieve advertising effectiveness, and the relevance of the term insight in Spanish advertising agencies.

The second wave of the study was carried out from April 5 to 26, 2019. The second questionnaire that was sent to the experts was based on the responses obtained in the first wave and their analysis. This second questionnaire collects the nuances and particularities of the first wave; the response rate was 100%.

The selected experts are characterized by knowing, from different perspectives, the advertising sector. The value of the selected panel reflects different perspectives,

Contents of the first wave	Contents of the second wave
Role of strategy in the advertising process.	Insight classification and proposal.
Importance of the term insight in the strategic process of the campaign.	Examples of advertising campaigns that work with a good strategy and insight.
Agency department and person responsible for carrying out the strategy and detecting the insight.	Relevance of the agencies' Strategic Planning departments.
Relationship between advertising effectiveness, strategy, and insight.	Factors that are important to make a campaign effective.

**Table 1. General description of the structure of the first and second waves of the Delphi method**

*Source: Own elaboration.*

experiences, and a great knowledge of the analyzed subject, which facilitates the knowledge of the strategy, the insight, and the effectiveness in the advertising field.

That is why the two techniques used for this research are adequate and pertinent, since they provide relevant information and serve to contrast opinions and approaches that allow identifying different alternatives or future scenarios in a specific study topic. The main results obtained from the application of the techniques used are included below.

## RESULTS

By analyzing the cases of the 39 gold-winning advertising campaigns at the Eficacia Awards in Commercial Communication -in which the role played by the strategy to achieve advertising effectiveness has been analyzed-, and after asking the 12 experts the importance of advertising strategy throughout the process, it has become clear that developing a good strategy, as well as choosing a great insight, are essential to achieve the objectives proposed by the advertiser.

The results obtained in the research are shown below.

### Results of case analysis of advertising campaigns

Table 2 shows the 13 brands (out of the total of 39 analyzed in the category chosen for this study, collected in the results book of the Eficacia Awards) that, in the last ten years, have used the strategy effectively and have embodied the

insight in a visible way in their campaigns to achieve advertising effectiveness and, therefore, meet the challenge and the objectives that were set.

Brands such as *Campofrío*, *Nenuco*, *Banco Sabadell*, *El Corte Inglés*, *Ikea* or *Seagram's Gin* have notoriously reflected what they want to achieve (challenge), the path they will follow to do so (strategy) and the insights that are going to mobilize the target audience. All of them have fulfilled the communication and marketing objectives that were set for the campaigns, so they have achieved advertising effectiveness. A clear example is *Turismo Canarias*, which experienced a 23.8% growth in tourists compared to previous years, and the perception of the Canary Islands as an emotional destination grew 50% according to brand tracking (Asociación Española de Anunciantes & Scopen, 2017, p. 96).

When conducting the analysis of the campaigns, we have also noted that, from the year 2013, more importance is given to strategy and strategic decisions, since in previous years these sections did not appear explicitly. From that year on, they are clearly reflected in the analysis and, in them, the insight is more clearly shown. As is the case with *IKEA*, with the *Terrazas* campaign, which shows a clear segmentation strategy, expanding the target audience to terrace owners and non-owners, and where the insight highlights the abandonment to which terraces are subjected, a reality known by society that is reflected in a different way in the spot.

It is indisputable that the strategy and the term insight are becoming more important in the advertising field, as corroborated by the analysis. However, in the analysis of the 39 campaigns, insight is only clearly reflected in 13 (33.3%). In 10 of them (25.6%) they appeal to social truths, pleasant moments, emotional values, etc., which according to the opinion of the experts would be an insight; however, when analyzing the brand in the case studies, it is not stated that that is indeed insight, according to the definition provided by the experts in the theoretical framework. In the rest of the 16 campaigns analyzed, insight is not mentioned or alluded to (41.1%); it is not that it does not exist, but that its visibility is non-existent.

Table 3 shows the campaigns that refer to insight without explicitly talking about it but that reflect truths, realities that are seen from another perspective, revelations. It also looks at what advertisers want to achieve, and the strategy used.

It is observed how all the brands analyzed have a perfectly designed strategy to achieve the objectives, in which techniques such as storytelling (experience in all contact points), storydoing (story with actions, not conversations) or storymaking (build ecosystems for communication that the brand shares with customers) are used. Therefore, it could be said that the possible insight, although not explicit, could be real, as described by the experts.

Brand	Challenge / Objectives	Strategy	Insight
LÍNEA DIRECTA Campaign: <i>Hay mil porqués</i> Year 2009	Obtaining more monthly contracts (insurance policies).	Used a strategy based on building best value for money: giving new arguments and advantages to the consumer regardless of the price.	Real of consumers, from their needs, showing the direct benefit, communicating advantages unknown to the brand's potential customers.
CAMPOFRÍO Campaign: <i>Cómicos</i> Year 2012	Increase sales by 8%, share by more than 5%, and brand turnover by 10%. Increase advertising awareness to 28% and increase consumer identification with the brand.	Go beyond the codes commonly used by the category, promising an emotional benefit that transcends it and achieve a closer bond between the brand and the final consumer.	Get someone to remember the Spanish as they really are and give them back their smile.
CAMPOFRÍO Campaign: <i>El currículum de todos</i> Year 2013	Pay tribute to the way Spanish people understand life, their achievements, and society as a whole, to help boosting people's optimism.	Being very emotional and engaging both those who are consumers of the brand and those who are not, to get them to identify with it; be very notorious to ensure leadership in the meat category, and innovate in the forms and codes of communication.	Pride of ours, to all that we have achieved. The best way to discover what we can achieve is to remember what we have already done.
RECKITT BENCKISER. Brand-NENUCO Campaign: <i>Declaración de amor</i> Year 2013	Manage to grow in a declining market.	Concentrate on <i>caring</i> territory and connect with the <i>vocational mother</i> .	Unconditional and eternal love.
BANCO SABADELL. Product-Customized plans for the future Campaign: <i>¿Cuánto vamos a vivir?</i> Year 2014	Provoke a reflection on the future and the need to foresee it, i.e., the need to save to face that future with more guarantees.	Position Banco Sabadell as a bank that anticipates your needs and provides you with adequate solutions through its products.	Based on a social truth, life expectancy has increased significantly in recent decades. We are going to live longer than we thought and we will do it better, so we need to save more.
CAMPOFRÍO Campaign: <i>Hazte extranjero</i> Year 2014	Boosting people's optimism for the third consecutive time, although this time without the surprise factor.	Propose a change of nationality to all those who are fed up with the country, through a transmedia storytelling strategy.	You don't miss what you have until it is taken away.

Brand	Challenge / Objectives	Strategy	Insight
<p>EL CORTE INGLÉS SEGUROS</p> <p>Campaign: <i>El valor de la experiencia</i></p> <p>Year 2014</p>	<p>Getting consumers to know about the existence of El Corte Inglés Seguros and position the brand as the best brokerage on the market from the value of their own advisers.</p>	<p>The strategy was to show the Spanish that El Corte Inglés has an advisory service that recommends the best insurance to its clients according to their needs. To do this, six employees agreed to undergo different challenges and thus demonstrate that the best advice comes from experience.</p>	<p>Only those who have faced the real problems of a client (experience) can recommend the product that best suits their needs.</p>
<p>IKEA. Producto- Muebles exterior</p> <p>Campaign: <i>Terrazas</i></p> <p>Year 2016</p>	<p>To awaken in the consumer the need to get the most out of their terrace, gaining a presence in the outdoor furniture market.</p>	<p>Expand the target to terrace owners and non-owners.</p>	<p>Show the abandonment to which the terraces are subjected.</p>
<p>ALDI Supermercados</p> <p>Campaign: <i>Lo que vale mucho cuesta muy poco</i></p> <p>Year 2016</p>	<p>Build a unique and differential positioning that allows the brand to be relevant in the lives of customers.</p>	<p>Treating people not as clients, but as individuals and addressing their lives through the concept What is worth a lot costs very little.</p>	<p>Of consumers, reflecting the moments and important events for them; dinner with friends, family meals ...</p>
<p>CAMPOFRÍO- Product- Pavofrío</p> <p>Campaign: <i>Deliciosa calma</i></p> <p>Year 2016</p>	<p>Consolidate the position of Pavofrío as an ideal brand for women, increasing the brand's consideration and preference.</p>	<p>To stop the fall in sales suffered by the brand.</p>	<p>Free women from their social pressure and daily tensions.</p>
<p>Promotur Turismo Canarias- Islas Canarias Brand</p> <p>Campaign: <i>Las 7 islas que se convirtieron en 47</i></p> <p>Year 2017</p>	<p>Achieve a more affective and desirable brand to increase the number of tourists and their average spending. Diversify its profile and activate motivations that go beyond the sun and beach.</p>	<p>Micro-segmentation strategy based on three variables: tourism products to be promoted, key countries and population segments that were to be reached.</p>	<p>An insight and a differential were defined for each motivation (beach, gastronomy, sport ...) linked to each type of tourist. From those insights, a concept was born for each motivation, called platforms; these interconnected between them, generating an Always On communication system.</p>

Brand	Challenge / Objectives	Strategy	Insight
<p>PERNOD RICARD. Brand- Seagram`s Gin. Product- Seagram`s NY Hotel</p> <p>Campaign: <i>The New York Life</i></p> <p>Year 2018</p>	<p>Reposition and nurture the Brand Equity of the brand.</p>	<p>Teach the Spanish public that there are many other uses for gin beyond making a gin and tonic and create in them the culture of the cocktail so that they think of Seagram`s when they order one of those drinks.</p>	<p>Teach Spanish people other uses for gin, other than those current, presenting gin as an urban, modern product linked to New York City.</p>
<p>GREFUSA. Brand- Pipas G</p> <p>Campaign: <i>Solo pasa con Pipas G: Ta wena, Pegote, Calabaza, El Crack, Tijuana and Elegante</i></p> <p>Year 2018</p>	<p>Increase the level of brand awareness among young people, connect emotionally with them, make the link between Pipas G and Grefusa more noticeable, and reverse the commercial stagnation of recent years with an increase in sales.</p>	<p>Reinforce in the young target the perception that sunflower seeds "are cool", to achieve an increase in consumption of Pipas G.</p>	<p>From action, had to appeal to those pleasant moments: being with friends, family ...</p>

**Tabla 2. Campañas publicitarias en las que se refleja de forma evidente el *insight***

*Fuente: Elaboración propia con base en la información de la  
Asociación Española de Anunciantes (2009-2018).*

Brand	Challenge / Objectives	Strategy	Insight
<p>IKEA</p> <p>Campaign: <i>Bienvenido a la República independiente de tu casa</i></p> <p>Year 2009</p>	<p>Absolute leader in the sector, improving the brand's aspiration and reaching the rank of first choice in all the main areas of the home.</p>	<p>Achieve an even more competitive positioning, to place Ikea as the solution to the main purchases of the house.</p>	<p>Not mentioned, but reference is made to values of the public: authenticity, freedom, comfort and identity.</p>
<p>SCHWEPPES. Brand-TRINA</p> <p>Campaign: <i>No te compliques</i></p> <p>Year 2009</p>	<p>To grow 10% in sales by volume and 8% in sales by value, as well as increasing its penetration by 10%.</p>	<p>Connect with the young target, releasing the naturalness that we all have inside, using humor and empathy.</p>	<p>It is not mentioned, although it implies that it is to be natural, to be oneself, but in an unconventional way.</p>
<p>LACTALIS IBERIA. Brand-FLOR DE ESGUEVA. Product- Sheep cheese</p> <p>Campaign: <i>El queso hecho como antes</i></p> <p>Year 2010</p>	<p>Focus hopes and expectations on communication.</p>	<p>Compare the making of a Flor de Esgueva cheese with that of a Stradivarius violin.</p>	<p>It is not mentioned, although it implies that it is being authentic.</p>

Brand	Challenge / Objectives	Strategy	Insight
<p>IKEA</p> <p>Campaign: <i>Viva la República independiente de mi casa</i></p> <p>Year 2011</p>	<p>The complicated economic context imposed on IKEA the achievement of a single challenge: to stop the drop in sales.</p>	<p>Lightgh the value of the home, de-dramatizing the context of that moment and comforting those going through a complicated situation.</p>	<p>Not mentioned. It highlights emotional values: generosity, solidarity, optimism ... And rational: flexibility, maximization of space, versatility ...</p>
<p>COCA-COLA.</p> <p>Brand-FANTA</p> <p>Campaign: <i>Si te aburren, mándalos a tomar Fanta y diviértete</i></p> <p>Year 2013</p>	<p>To conquer young people again and regain lost position.</p>	<p>Get to know the target audience in depth to understand their aspirations and limitations, thus boosting consumption, linking the brand with fun.</p>	<p>It is not mentioned, but highlights that when one has fun, things go better.</p>
<p>COCACOLA</p> <p>Campaign: <i>Benditos bares</i></p> <p>Year 2014</p>	<p>Attract the attention not only of Coca-Cola employees and consumers, but also from institutions, media and all stakeholders involved to work together and in the same direction and thus turn the situation around.</p>	<p>Develop a strategy not to increase sales in the channel, but to dynamize it, appealing to the sentimental memory of consumers and evoking everything that these establishments mean for the moments of happiness experienced in them.</p>	<p>It is not mentioned, but it appeals to a social truth: there is no one who likes being in a bar more than we Spaniards.</p>
<p>IKEA</p> <p>Campaign: <i>Nada como el hogar para amueblarnos la cabeza</i></p> <p>Year 2015</p>	<p>Make citizens reflect on the true meaning of Christmas, inspiring them and giving them tools to live the holidays in a different way.</p>	<p>Bringing about real behavior change in the population: going back to the essence of Christmas, to which we were accustomed, when timeshare was more valuable than gifts, and not what it has become in recent years.</p>	<p>Not mentioned, but they talk about an idea based on a great truth: the children affirm that their happiness depends on spending time with their family and doing things with them.</p>
<p>LOTERÍAS Y APUESTAS DEL ESTADO.</p> <p>Product- Special Christmas Lottery</p> <p>Campaign: <i>El mayor premio es compartirlo</i></p> <p>Year 2015</p>	<p>Establish the link between the Christmas Lottery and the traditional and emotional values of this raffle, beyond the economic.</p>	<p>Back to the essence of the brand: recover the values of the National Lottery and get the public to identify with the big prize again.</p>	<p>Not mentioned, but it speaks to the indisputable power of emotional communication to change behaviors.</p>

Brand	Challenge / Objectives	Strategy	Insight
LOTERÍAS Y APUESTAS DEL ESTADO- Lotería Nacional. Product- Special Christmas Lottery  Campaign: <i>Justino. El mayor premio es compartirlo</i>  Year 2016	Strengthen the link between the product and the audience it is aimed at.	Surprise the public one more year, maintaining a continuous line in the concept.	Not mentioned, but it speaks to the indisputable power of emotional communication to change behaviors.
Volkswagen Group Spain- Brand Audi Q2  Campaign: <i>Untaggable</i>  Year 2017	Conquer a new target and renew the brand's image.	Present an indefinable car for an indefinable target, with an indefinable lifestyle.	Not mentioned, but it talks about the concept: the indefinable is what unites the target with the product.

**Table 3. Advertising campaigns in which there is a probable insight**

Source: Own elaboration based on information from the *Asociación Española de Anunciantes (2009-2018)*.

To really know if what these brands imply are possible insights, it would be necessary to analyze if what they show helps to change the way of thinking about the problem or if it is just observations, ideas or reflections.

For example, Schweppes' *No te compliques* campaign shows a possible insight, as it helps to see reality in a different way: young people have to be natural, they have to be themselves, and it is reflected in the spot in an original way that helps the brand to differentiate itself from the competition. IKEA also shows it in its campaign *Nada como el hogar para amueblarnos la cabeza*, since it reveals that children affirm that their happiness depends on spending time with their family. Another campaign that helps change behavior is *Justino. El mayor premio es compartirlo*, from *Loterías y Apuestas del Estado*. These examples help clarify that, although the term insight is not mentioned in the campaign, there could be a real one, since brands differentiate from the competition and contribute to modify the way of seeing the problem. But the truth is that if they do not reveal something new or help to see a known reality differently, they are not insights.

The analysis carried out so far highlights the importance of choosing an appropriate strategy and discovering a good insight to achieve the advertiser's objectives. It is also noted that different types of insights could exist, but this differentiation is not shown in the campaigns.



The research has also found advertising campaigns that have not given visibility to the insight; a total of 16 do not have a tangible insight, but have other ways of attracting the attention of the target audience, for example, through the strategy of connecting with popular culture. Sometimes the insight is not clear and explicit in all advertising campaigns. This may be because, as Sebastián-Morillas, Martín-Soladana and Clemente-Mediavilla explain, “(...) the value given to insight depends on the agency and its philosophy, just as there are agencies obsessed with the term, which does not help the creative process, others forget about insight” (2020, p. 346). Table 4 shows the campaigns that have not given visibility to the insight.

For example, the *Formentera* campaign, by Estrella Damm, has a great strategy that consists of associating the Mediterranean with beer and turning its enjoyment into its communication territory, and although the term insight is not visible in the case description, it manages to meet the objectives. That is why the effectiveness is not only based on a good insight, but on the combination of a good strategy, on understanding the client’s problem, on a great idea, on being clear about what it is that we want to achieve (quantify objectives), everything coupled with good creativity and development.

However, the importance of insight in recent years is unquestionable, since it has been incorporated into the campaigns analyzed and this begins to become more common as of 2012. Brands are committed to communication strategies that transmit their values, principles and what they bring to people; this leads them to achieve their goals more effectively. Nowadays, brands must be socially involved, because the target audience wants to know what they are going to bring them. A clear example, analyzed in this study, of a brand that is socially involved is *Pavofrío*, with its *Deliciosa calma* campaign. It defends a balanced society and criticizes the macho society, invites women to free themselves from social pressure, claiming their space, their time and their role in society, to do what they want and be what they want.

Agencies and advertisers place increasing importance on advertising effectiveness, which is reflected in the analysis; as of 2015, this relevance grows, since a section is added to the reports to give more value to the measurement, called Sources and research tools used in the campaign.

The analysis conducted shows that most of the time the advertising effectiveness comes from the hand of a good strategy along with a powerful insight. Advertisers expect results at the communication and marketing levels.

Brand	Challenge / Objectives	Strategy	Insight
<p>ATRÁPALO. Brand- Atrapalo.com</p> <p>Campaign: <i>Atrapantes</i></p> <p>Year 2009</p>	<p>Become an industry leader in audience, brand awareness and innovation.</p>	<p>Integrated action with presence in online and offline media but supported by a purely digital approach.</p>	<p>The visibility of the insight is non-existent.</p>
<p>ATRAPALO. Brand- Atrapalo.com</p> <p>Campaign: <i>Vete de vacaciones y paga lo que quieras</i></p> <p>Year 2010</p>	<p>Improve the economic results of 2008.</p>	<p>Strategy for information purposes only: to propose a deal to the people, inviting them to go on vacation without paying, and, upon their return, paying the amount they considered fair, depending on their level of satisfaction.</p>	<p>The visibility of the insight is non-existent.</p>
<p>CAMPOFRÍO. Brand-PAVOFRÍO</p> <p>Campaign: <i>Elenas Salgados</i></p> <p>Year 2010</p>	<p>Increase Pavofrío's value share by 2 points, maintain the frequency of purchase among consumers, increase brand awareness and make Pavofrío the consumer's preferred brand.</p>	<p>Positivize the effect of the crisis and enhance identification between Campofrío and its consumers, highlighting the benefits of the product and its versatility.</p>	<p>The visibility of the insight is non-existent.</p>
<p>DAMM- Brand-ESTRELLA DAMM</p> <p>Campaign: <i>Formentera</i></p> <p>Year 2010</p>	<p>Achieve efficiency in the evolution of brand awareness and build image around the chosen positioning.</p>	<p>Associate the Mediterranean with beer and turn its enjoyment into its communication territory.</p>	<p>The visibility of the insight is non-existent.</p>
<p>GRUPO MAHOU- Brand-MIXTA</p> <p>Campaign: <i>Amor a primera Mixta, Discadox e Intermitentex and Nombrex</i></p> <p>Year 2011</p>	<p>Increase the brand's relationship with its audience, increase its knowledge and notoriety, shorten the distance with Shandy in the favorite brand variable, and grow in volume.</p>	<p>Generate entertaining, notorious and fun content for sales.</p>	<p>The visibility of the insight is non-existent.</p>
<p>MOVISTAR</p> <p>Campaign: <i>Enjuto Mojamuto</i></p> <p>Year 2011</p>	<p>Increase the number of total clients and take over the growth of the market, recovering share against Vodafone.</p>	<p>Connect differently with the potential target.</p>	<p>The visibility of the insight is non-existent.</p>

Brand	Challenge / Objectives	Strategy	Insight
<p>BANCO SABADELL. Product- Customized plans for the future</p> <p>Campaign: <i>Conversaciones sobre el futuro</i></p> <p>Year 2012</p>	<p>Capture new clients for the entity, retain current ones through a wide range of pension and savings plans, increase awareness and brand image, communicate that Banco Sabadell is the entity that takes the future of its clients most seriously, and appropriate the conversations format, which they had already used in previous campaigns.</p>	<p>Creating a brand campaign that does not talk about savings but about the future, and transfer the will to make long-term relationships through conversations.</p>	<p>The visibility of the insight is non-existent.</p>
<p>GRUPO MAHOU- Brand-MIXTA</p> <p>Campaign: <i>Pato Willix</i></p> <p>Year 2012</p>	<p>Continue building positioning to keep Mixta as the favorite brand for the target.</p>	<p>Not worrying too much about getting immediate results but long-term engagement, hoping that liking translates into sales naturally.</p>	<p>The visibility of the insight is non-existent.</p>
<p>ONCE</p> <p>Campaign: <i>Hay cosas que solo ocurren una vez en la vida</i></p> <p>Year 2012</p>	<p>Convert the campaign into an event that will generate expectation and encourage play, in addition to contributing to the social relaunch of ONCE.</p>	<p>Present the event as unique and unrepeatable, whose exceptional nature was given by the day it would be celebrated (11/11/11).</p>	<p>The visibility of the insight is non-existent.</p>
<p>RECKITT BENCKISER. Brand- DUREX</p> <p>Campaign: <i>El gusto es suyo, pero el placer es nuestro Durex Love Sex</i></p> <p>Year 2013</p>	<p>Bring together 150,000 followers in one year who will also interact with the brand.</p>	<p>Define an informative and recreational territory to share brand values, product information and generate content that will interest users.</p>	<p>The visibility of the insight is non-existent.</p>
<p>BANCO SABADELL</p> <p>Campaign: <i>Cerca</i></p> <p>Year 2015</p>	<p>Reposition the brand, making it also be perceived as more digital banking, appropriate to the ubiquity of the current world, but without destroying the previous model.</p>	<p>Build a powerful concept with emotional, direct, versatile and plural journey; this is how Cerca was born, which became more than just a campaign.</p>	<p>The visibility of the insight is non-existent</p>

Brand	Challenge / Objectives	Strategy	Insight
MERCEDES-BENZ Campaign: <i>Algo está pasando en Mercedes</i> Year 2015	Conquer a transgressing public.	Repositioning strategy in two phases: the first, to work in a different way the brand prejudices, so that the consumer is aware of the change. The second is to associate the brand with a famous character that one could never imagine driving a Mercedes.	The visibility of the insight is non-existent.
CAMPOFRÍO Product Campaigns: <i>Hazte extranjero, Bombería, Despertar, Hijos del entendimiento</i> Year 2017	Create solid brand values, developing an emotional benefit that goes beyond the category to achieve a greater relationship with the final consumer.	Get a space in Spanish homes, proposing a collective reflection through their Christmas campaign, highlighting the benefits of being Spanish, despite the situation experienced in recent years.	The visibility of the insight is non-existent.
Svenson Campaign: <i>A tiempo de llamar</i> Year 2017	Completely rethink brand communication, from the positioning to codes.	Show the public that the brand knows their needs and concerns, communicating it to them in a close and empathetic way.	The visibility of the insight is non-existent.
VODAFONE. Brand-Vodafone Yu Campaign: <i>Yu no te pierdas nada</i> Year 2018	Convert Vodafone Yu into the most recognized, loved and important telecommunications brand for young people in Spain.	Launch a new and different brand, to speak only and exclusively to the young target.	The visibility of the insight is non-existent.
TOYOTA- Product- Hybrid models: Yaris, Auris, C-HR y RAV4 Campaign: <i>Conduce como piensas</i> Year 2018	Maintain the association between hybrid technology and Toyota, versus the entry of new competitors, maintain its leading position, increase the consideration of purchasing hybrid cars, and increase sales in a greater proportion than the total market for private cars.	Develop a communication different from that of the automotive sector, speaking of group benefit rather than individual benefit.	The visibility of the insight is non-existent.

**Table 4. Advertising campaigns in which the visibility of the insight is non-existent and there is nothing that can imply that what is being explained is an insight**

Source: Own elaboration based on information from the Asociación Española de Anunciantes (2009-2018).

## Delphi panel results

Most of the experts surveyed in the Delphi panel reinforce the analysis carried out of the case studies, highlighting that the strategy is to make decisions and find ways to achieve the best result. Others relate it directly to the insight, since they comment that strategy is the art of solving problems and that, often, a good insight solves them. Some panelists emphasize that the strategy is to find out which insight will work best or will bring about a change in the consumer.

Everything said by the specialists is reflected in the analyzed campaigns. For example, in the *Campofrío* campaign *El currículum de todos*, a transmedia storytelling strategy was used to achieve the brand challenge: to raise people's mood for the third consecutive time, which was reflected in the following insight: "You don't miss what you have until it is taken away". This helped the target audience to see things differently.

At first glance it seems that there is a direct relationship between strategy and insight. But what is insight and what role does it play in the strategic process of the campaign? All professionals agree that it is a revelation, a discovery of something already known, an experience of the target audience. Hence the question arises, since when does the term insight begin to be used in the field of strategic planning and why?

All the experts agree that before there were planners there was already insight, since the time of Bill Bernbach, David Ogilvy, etc., they have always been used. But the term insight, in the field of advertising, is relatively recent. Some specialists explain that in Spain it has been a buzzword for more or less ten years, and it began to be used to give the revelations a more interesting name and thus provide more value, to sell it better to the client and to make him pay more for it. Other respondents comment that it began to be more used when differentiation and notoriety were given greater importance, and brands focused on putting the customer in the middle of their advertising.

Thus, the analysis of the case studies shows that from 2012 insight is incorporated into advertising campaigns more regularly, on the one hand due to the relevance of the planner within the advertising agency and, on the other, because it begins to gain prominence in the strategic process of the campaigns.

All the panelists agree that insights have always existed, although they have not been given that name, and when they are good, they increase the possibilities of achieving the effectiveness of the campaign, but that it is not the only tool. Hence it is explained why in the last ten years, in the campaigns analyzed, it only manifested itself in 23 (in 13 it is visibly reflected and in 10, revealed). Experts explain why

insight is not clear and explicit in all campaigns, stating that not all agencies give it the same importance in the development of their advertising campaigns. Some specialists believe that insight is very important, but not fundamental, and that there are other ways to get the attention of the target audience. Others state that sometimes it is crucial, but other times agencies can work without them. Some dare to give figures and point out that the insight is 100% relevant or corresponds to 40% of the strategic process of a campaign.

As a result of this conclusion, we asked what is the process that is followed to find good insights and if it can be confused with something else that may be reflected in the study of the campaigns. Most experts agree that there is no process or magic formula to find good insights, but that there is a need for observation, questioning, reflection; in short, to have lived. Cristina Quiñones (Cristina Quiñones..., 2018) states the importance of liberating the mind, because many think but few feel. She claims that the best stories are not in statistics or research, but on the street.

Regarding the confusion of the concept, all the specialists point out that there is a lot of error; it is usually confused with a simple observation, a fact, a slogan, reflections, an idea, among others. Furthermore, they emphasize that there is consensus among good professionals, but not among the bad ones.

Some experts corroborate this idea, highlighting that what the planner figure has done is accentuate those differences. Others point out that not everything has to have an insight, and one respondent affirms that today it is something without extra value, so it is necessary to go further.

Some specialists point out that, to take a step forward, a good creative strategy is necessary to explain why the product resolves the tension posed by the insight. It must be accompanied by a brand promise that lives up to the surprise generated. It has also been seen how strategy plays a fundamental role in all this process and that often comes from the hand of the insight.

In the analysis of the case studies, it has been observed that there could be different types of insights, but this differentiation has not been shown in the campaigns. Therefore, when conducting the expert panel, respondents were asked if there could be different types of insights. With the answers obtained in the first wave, we elaborated a possible classification to see if they agreed or not with it, which was shared in the second wave. Most experts agree that there is no classification of insights, others state that they agree with the classification provided by the panel of experts, which differentiated between human insights –those that come from emotions– and external insights, those related to culture, consumption, product use, relationship with the brand, etc. However, an expert

dares to give his own classification, in which he differentiates active insight –when the person is the one who performs the action understood as insight, for example, the hand of *Te gusta conducir* (BMW)– and passive insight, when the person is the one who suffers the action understood as insight, for example, the mother who lies to you about the time that is when you have to get up early.

As no consensus was found for our experts' classification of insights, they were asked to point out some campaigns with powerful and working insights. Table 5 shows the examples they gave.

These examples show, on the one hand, that classifications are not specified and, on the other, that insight is often timeless, i.e., it remains in force over time. This is clearly shown in the Snickers campaign, as the insight reveals that when you are hungry you change your mood and do things that without hunger you would not do; this has always happened and continues to do so.

So far, experts point out the importance of developing a good strategy and finding a great insight to achieve the objectives set by the advertiser, but what other elements are important to achieve advertising effectiveness? Experts were asked what factors they consider relevant for a campaign to be effective from the time the advertiser receives the briefing until its final process. Most agree that to have a great idea is crucial; this arises from exhaustively knowing the target audience and surprising them. It is a chain of things well done, such as the importance of deciding what problem we want to solve and do it, quantify the objectives, make a consistent brand promise, having a powerful insight, an amazing execution... Everyone concludes that effectiveness, today, is related to giving real solutions to the problems presented by the client or creating new realities.

For example, the analyzed Seagram's Gin campaign meets the requirements mentioned by experts to achieve advertising effectiveness, since it is a brand that has managed to present to its demanding and trend-hunters consumers a gin as an urban product, modern and linked to New York City, something different from what they were used to. The results showed that, despite the competitiveness of its market, Seagram's managed to increase its market share by 1.2 percentage points, grew 10.4 points in notoriety and 67% in brand image, and getting to occupy second place within the best-selling super premium gins in Spain (Eficacia ..., 2018).

## **DISCUSSION AND CONCLUSIONS**

The research conducted responds to the objectives set at the beginning of the work, stating that the communication strategies used by brands are relevant and help them differentiate themselves in the market to achieve advertising

Brand	Insight
Snickers: You`re not you when you`re hungry	When you are hungry your mood changes and you do things that you would not do without hunger.
Alka Seltzer: Plop Plop Fizz Fizz	Memorably recounts the noise made by the tablets dissolving in the water.
Aquarius: Vivos Vivientes	No need to wear a tracksuit to lead an active life.
Gas Natural: Naturgy	No one understands energy drinks.
Volkswagen Polo: Protection	When you go small, you feel protected.
Dollar Shave Club: Shave time, shave money	Shaver brands make things very difficult.
Dove: Camera Shy	When you were little you loved being in the photos and when you were older, not anymore.
Pirulo: Desata la diversión	Take advantage, your children will ignore you when they are teenagers.
Amstel: A mesa puesta	Many times, we do not recognize the effort of others when they do good things.
Vodafone One: Alana Bean cumplió su sueño. ¿Cuál es el tuyo?	The future is exciting because you (with today's technology) can achieve anything you set your mind to.
Supermercados Lupa: Superemancipados	Various insights of teenagers who become independent: When you cook pasta for 12 and you are alone.
Famosa: Juega con ellos	Children grow up and there comes a time when they no longer want to play with you.

**Table 5. Examples of campaigns with revealing insights**

*Source: Own elaboration based on the results of the panel of experts.*

effectiveness. This has been shown both in the theoretical framework and in the results obtained from the qualitative analysis. The study of the 39 campaigns, along with the panel of experts carried out, shows that insight makes it possible to articulate a communication strategy –as long as a correct definition of the problem to be solved has been made– but in many cases it is not essential, as experts confirm. Designing a good communication strategy is essential to achieve advertising effectiveness and insight is an important element that helps achieve communication and sales results, but it is not the only one.

After all the analysis, we dare to give a definition of insight that can clarify the term in the advertising field: insight is the emotional connection of the brand with the consumer, making it capable of showing a known reality differently from



how the target audience used to see it, or reveal something about the product or service that had not been shown before, to provoke a change in consumer behavior, in the target's attitude or perception that leads it to take action, which will result in greater advertising effectiveness.

The campaigns analyzed show that insight, over the years, has become more important. Experts corroborate it and point out that insights have always been used, even if they have been given other names, such as discovery or human truth, but it is a hidden reality that is revealed. The term began to have more importance in advertising agencies when they realized the need to emotionally connect the brand with the consumer to differentiate itself from the competition. Therefore, many agencies created the strategic planning department and integrated the planner as the voice of the consumer within the agency. To detect good insights, it is necessary to conduct a lot of research, make mistakes, accumulate experiences, understand the consumer, look for cultural tensions, strategic paths, etc.; all this is done by the planner. This has led to the term insight becoming increasingly professional and applied to the strategic process of the campaign. However, today there are still agencies in which the account or creative departments, sometimes, are in charge of extracting the insights, and there is no planner or its corresponding department to take care of it.

With these contributions, a more interesting classification can be glimpsed in which active insights could be distinguished from passive ones, and human and external insights could be included in it, giving rise to a more complete classification that could help the advertising sector.

After the results obtained in the research, with the case study and the Delphi panel, we venture to give a more detailed classification of the different types of insights:

- Active and human insight: when it is the person who performs the action and it is expressed through emotions. For example, the analyzed campaign of Pipas G, of the Grefusa brand, uses an action insight appealing to the pleasant moments of being with friends, family, etc.
- Passive and external insight: when the person receiving the action is encouraged to move through the consumption of the product, the relationship with the brand, or the culture of the country. For example, the Campofrío brand, with the campaign Hazte extranjero, uses a passive insight, since the Spanish do not miss what they have until it is taken away from them, and they show it to us through an external element, the country's culture.

It is concluded that a good insight, regardless of its type, will make life no longer look the same because a reality has been revealed in a different way, as it had never

been. The attention of the target audience is achieved when the advertising is well done and has a good insight that changes the perception of the product.

With everything analyzed so far, it has been shown that a revealing brief, an interesting problem to solve, a good strategy, and a powerful insight, are essential to achieve advertising effectiveness.

Therefore, nowadays, we must go further. All experts stress the importance of the social tension raised by the insight through a good creative idea and great execution. Sometimes they are truths with a bit of drama, frustration, etc.; for example, the Dove brand makes women see that they are beautiful just the way they are, comforting them by not being reflected by the stereotype of beauty that is seen in the ads.

Another important idea is that an insight that works in Spain is not necessarily effective in other countries; most experts corroborate this reflection, since an insight is linked to culture, it is not timeless or non-related to culture. A respondent trained as a planner in England states that the main difference is the work rigor and the resources (time and money), which makes the reflection more interesting. Another specialist comments that, in markets such as the United States, the United Kingdom or Argentina, advertising is very *insightfull*. In Spain there is still a long way to go and, above all, we must educate the client, make him see the importance of communication strategy and of the insight to increase the brand awareness and achieve sales.

Although this study is relevant, with the conduction of an exhaustive descriptive analysis of the case studies of the advertising campaigns of the last ten years and of a panel of experts that reinforces the research, it is not without limitations. First, it only analyzes the campaigns of the last ten years (2009-2018) in the Gold category of the Eficacia Awards in Commercial Communication, so it would be relevant to analyze other categories to expand and contrast the information of the cases analyzed and include the insight classification provided in this study. Future research should cover more campaigns and show new results. Likewise, it would be interesting to compare if in this same period (2009-2018), in Ibero-America, the winning campaigns of the Festival El Ojo de Iberoamérica give equal importance to the advertising strategy, since when the term insight has been introduced in the advertising process, and what other elements are important when measuring advertising effectiveness. The challenge would be to be able to show these differences in the different countries and festivals, to see what repercussions they could have on the result of the advertising campaigns.

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