



3. Articulate an Insight

Ground the brand and/or campaign in an insight that has tension, is true but not obvious, strikes an emotional chord, and inspires the audience to think or feel differently.

EXCELLENT

The insight meets all four criteria for a strong insight:

1. It has tension.
2. It is true, but not obvious.
3. It strikes an emotional chord in the intended audience.
4. It inspires the audience to think or feel differently.

Ideally, the insight relates to something that the organization or brand is uniquely positioned to deliver.

GOOD

The insight meets some of the criteria.

AVERAGE/POOR

The insight is a very general, a commonly understood attitude or behavior.

3. ARTICULATE AN INSIGHT

Based on robust audience understanding about girls' priorities, their beliefs about contraception, and even the stories they told themselves about their own sexual activity, the team was able to craft a highly relevant brand and initiative. The insight has tension between the way girls perceive contraceptives (taboo, harmful) and the reality that contraceptives can actually help them. It is true, but not obvious to the audience; it strikes an emotional chord because it is grounded in girls' hopes and dreams – both of having a baby and of achieving other life goals; and finally, it has the potential to inspire girls to think and feel differently about contraceptives.



INSIGHT:

Girls see contraceptives as a risk that will prevent their dream of having a baby; however, *not* using contraceptives is a risk that will prevent their dream of achieving life goals.

BAM360 team criteria for an audience insight			
It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Yes	Yes	Yes

3. ARTICULATE AN INSIGHT

Airbnb's insight – that the Headfirst Explorer loves discovering new places but hates being a tourist -- meets our criteria for an excellent insight. There is tension between what the audience loves (travel!) and what the audience hates (being a tourist!). One can imagine how this tension might affect the audience; they might avoid traveling to certain destinations or they might not enjoy traveling as much as they could when they are in situations where they feel like a tourist. The insight is true, but not immediately obvious; it is a statement that becomes obvious once it is pointed out to us, but it is not something that we are already thinking about. It also strikes an emotional chord – it involves love as well as hate. And lastly, it can inspire the audience to think or feel differently about travel. What if they could discover new places without feeling like a tourist? What's more, it is an insight that Airbnb, as a service that enables people to book unique accommodations and travel experiences, is uniquely positioned to address.



INSIGHT:

The Headfirst Explorer – Airbnb's target audience – loves discovering new places, but hates being a tourist.

BAM360 team criteria for an audience insight			
It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Yes	Yes	Yes

3. ARTICULATE AN INSIGHT

The overall insight behind B4L – that beliefs about masculinity and strength prevented men from taking responsibility for their own health and wellbeing and that of their families – is strong. There is tension within the various social norms about masculinity – multiple partners and unprotected sex on one hand, and taking responsibility for the family on the other hand. It is also true, but only obvious once it is pointed out. It is emotional: those who had been exposed to Brothers for Life indicated that it tapped into something that many South African men and women had felt: that men had been left out of the dialogue about HIV and were portrayed as the perpetrators. And finally, it can inspire the audience to think or feel differently because it challenges social norms about masculinity.



INSIGHT:

Men's (and society's) beliefs about male social norms – multiple partners, unprotected sex, showing strength through physical force, never appearing weak – prevent men from taking responsibility for their health and the health and wellbeing of their family.

BAM360 team criteria for an audience insight

It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Yes	Yes	Yes

3. ARTICULATE AN INSIGHT

The insight was based on audience learning – that youth are dreaming of a better life and are planning their future. There is tension in how the audience perceives both contraceptives (taboo, a source of fear, and only for adults who are planning a family) and the role contraceptives can play in their lives (something that can help them achieve their dreams). It is true, but not obvious. In fact, it will take effort to change the perception of contraceptives. And because it’s grounded in girls’ hopes and dreams about their future, it is deeply emotional. Lastly, by repositioning contraceptives as a means to achieve girls’ dreams, it inspires the audience to think or feel differently.



INSIGHT:

Girls have dreams about their future, but there are a lot of things that can derail those dreams, including unwanted pregnancy. While contraceptives are among the best tools to help girls “plan a future,” they don’t see them that way. Instead, they see contraceptives as something for older people who are “planning a family.”

BAM360 team criteria for an audience insight			
It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Yes	Yes	Yes

3. ARTICULATE AN INSIGHT

The overall company insight is based on the founders' experiences working in the pharmaceutical industry, where they saw first-hand the disparity in pharmaceutical access. The tension is between illness, which doesn't discriminate between rich and poor, and healthcare, which does. It is true; but it is not obvious. Or better said, it is so obvious -- it is something that people accept -- that no one thinks about it until it is pointed out. It is emotional because healthcare saves lives. And finally, it can inspire the audience to think or feel differently; once this tension is pointed out, and there's an alternative to address the tension, it becomes the obvious choice. Finally, by selling drugs at significantly lower prices than the competition and targeting doctors in rural communities, Mankind is uniquely suited to address this insight.



INSIGHT:

Illness doesn't discriminate between rich and poor, or where you live, but healthcare does.

BAM360 team criteria for an audience insight			
It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Yes	Yes	Yes

3. ARTICULATE AN INSIGHT

Similar to the other elements of the Audience Focus best practice, there is no publicly available information on MTN’s audience research findings or insights. Nonetheless, based on the Company’s belief statement (“we believe everyone deserves the benefits of a modern, connected life”), we find an insight that underlies the MTN brand. There is tension because we typically think about connectivity as something that is both advanced and not essential to life (perhaps because the technology is relatively new), but when we think about what connectivity does – it connects people to each other and to information – we realize that is among the most basic of human needs. It is true, but only obvious once we realize this; it is something that needs to be made clear. It strikes an emotional chord because it represents basic human needs and also hints at the essence of humanity (the joy of connecting with each other, with accessing information to achieve our potential). And finally, it inspires the audience to think or feel differently about connectivity; yes, like food, water, and shelter, it is a basic human need!



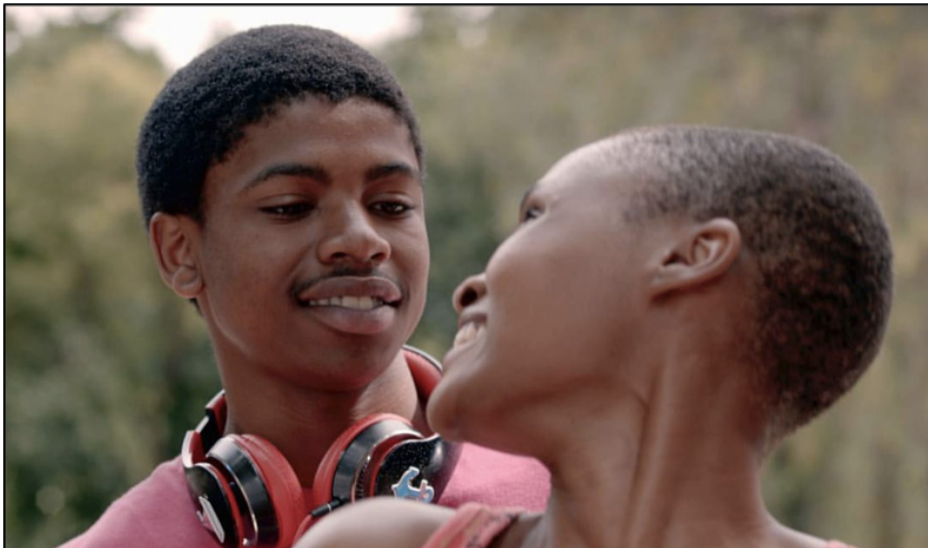
INSIGHT:

When we think about the world’s poor, we think about the lack of basic human needs like clean water, food, and shelter. But connectivity – both with other people and with information – is also a basic human need.

BAM360 team criteria for an audience insight			
It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Yes	Yes	Yes

3. ARTICULATE AN INSIGHT

The tension is represented by the fact that youth hear about the risks of HIV on a near-daily basis, but the information that they receive doesn't help them to process their emotions around sexuality and relationships. Once we think about this, we realize that it is true, but yet, it's not obvious until it is stated. The default belief is that youth need more information! It is emotional because it deals with relationships and sexuality – and has the potential to liberate youth from the fear they suffer as a result of all of the information they've received. Lastly, with the proper interventions in place to help youth process their emotions, they can think and feel differently about sexuality, relationships and HIV/AIDS.



INSIGHT:

Everything about sexuality and HIV/AIDS is associated with fear, stigma, and judgement. It is not more information that youth need, but rather a means to process the information without fear, stigma, and judgement.

BAM360 team criteria for an audience insight			
It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Yes	Yes	Yes

The show examines the ramifications of sexual decisions on the lives of young people, their partners and their loved ones. Each episode features a new audience insight around particular relationship themes. Taken together, the episodes aim to inspire empathy among the target audience and to provide a forum for youth to experience their emotions and reactions related to HIV and other sexual health topics.

3. ARTICULATE AN INSIGHT

During the discovery year, the NURHI team learned that men and women felt previous efforts to promote FP had dictated the ‘right’ family size, some going as far as to create logos with 2 or 3 children. Many were turned off by these efforts, noting that every family has different capacities in terms of the number of children they can realistically care for. This insight meets our criteria: the tension is around the feelings and associations the audience has with the notion of family planning (being judged and patronized) and the role that family planning can play in their lives; it is true, but needs to be brought to life in order for the audience to believe it; it’s emotional, because it represents freedom and self-agency; and lastly, it has the potential to inspire the audience to think or feel differently about family planning.



INSIGHT:

Family planning isn’t about the right family size; it’s about having the freedom to make the right decisions for your family.

BAM360 team criteria for an audience insight			
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3. ARTICULATE AN INSIGHT

In studying the Obama 2008 campaign, we noted how belief in the American Dream, represented in candidate Obama, made for a compelling insight that meets our criteria. The tension is represented by how voters feel about politics (disengaged and frustrated) and how they feel about the American Dream (hopeful). The truth is that the American Dream is still alive, even though most voters don't often think about it and do not associate their ideals of the American Dream with politicians. It is emotional because the American Dream represents hope for a better life for everyone. It is particularly emotional in the case of candidate Obama, as the American Dream, while a lofty ideal, has not played out equally for all Americans, particularly black Americans. The hope that the American Dream can be achieved through candidate Obama inspires the audience to think, feel, and ultimately act (vote!) differently.



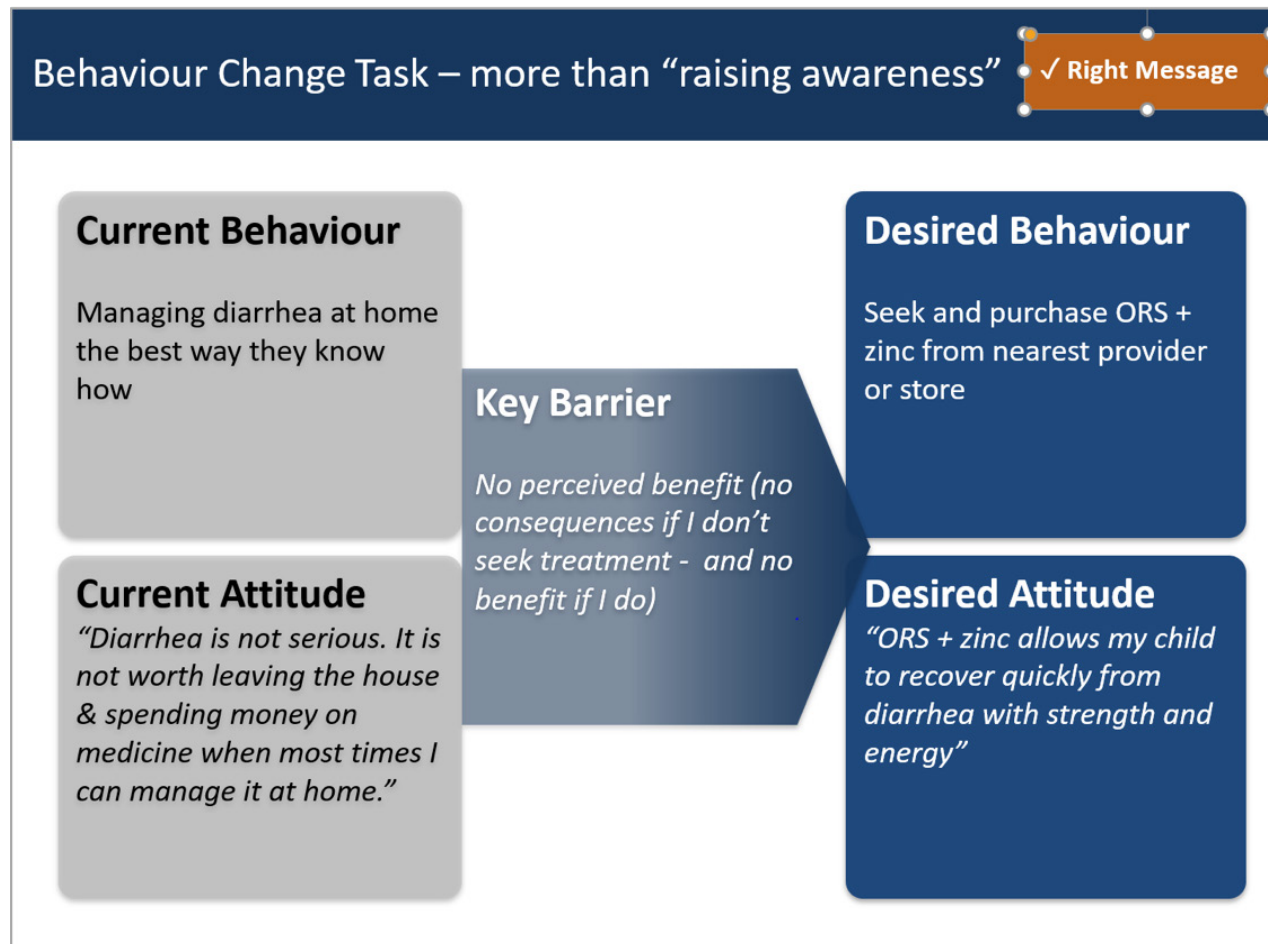
INSIGHT:

American voters may be disengaged from politics or frustrated with current political leaders, but they still believe in the potential of achieving the American Dream – and candidate Obama represents that dream.

BAM360 team criteria for an audience insight			
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3. ARTICULATE AN INSIGHT

The behavior change objective – get caregivers to use ORS + zinc to treat diarrhea – does not require the audience to think or feel differently; rather, it requires that they become aware of the benefit of ORS + zinc. We therefore did not score this best practice.



The project had clarity on the problem to solve and the best way to solve it. For example, the team could have undertaken the complex behavior change objective of convincing the audience that diarrhea is a serious illness, which would have required an insight to inspire the audience to think or feel differently. However, they chose instead to focus on communicating a benefit for ORS + zinc that the audience had not previously been aware of.

3. ARTICULATE AN INSIGHT

The work of the Shujaaz team is grounded in the understanding that when young people are empowered, enjoying self-efficacy and agency, they make good decisions for themselves, across multiple dimensions and behaviors. Shujaaz promotes this idea through the audience insight, which is implied in the name of the comic series – Shujaaz – or “heroes.” And therein lies the tension: the situation is dire for Kenyan youth; they need help, and yet there are no heroes who are going to help them, so they have to help themselves. This is true, but not self-evident. The notion of heroes, and in particular of becoming a hero, strikes an emotional chord and inspires the audience to think, feel, and act (become a hero, take charge of your life and find ways to help others) differently.



Watch Lucy's story of becoming a hero "Shujaaz.FM 2013 – The story so far" minute 3:08

INSIGHT:

When I see other youth who are being successful, it makes me think “why not me?” The truth is, there are no heroes who are going to do this for me. The government and educational system have failed me and all young people, so I need to be the hero -- to take action and learn from others and share good ideas that can help others as well.

BAM360 team criteria for an audience insight			
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3. ARTICULATE AN INSIGHT

The insight has tension; “Johnny” spends most of his time feeling held back, and not able to be who he really is. While the insight is true, it’s not readily apparent. It strikes an emotional chord because “Johnny” is not able to express who he truly is – except in his leisure time. It also has the potential to inspire Johnny to think or feel differently if a solution is available to help him express himself and/ or be recognized for who he really is.



INSIGHT:

Most of the time, Johnny blends into the masses. During his morning commute, at his job, doing his errands. But this is not who he really is; he feels held back most of the time because he is not able to express himself the way he wants. He is full of passion and dreams, and he only gets to showcase his individuality in his leisure time - that’s when he shows his true colors.

BAM360 team criteria for an audience insight			
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3. ARTICULATE AN INSIGHT

The insight was based on foundational learning to identify the target audience and define the messaging strategy. This research highlighted a strong interest in social change related to topics such as the economy, the environment, gay rights, crime, bullying, and drug and alcohol abuse (not including tobacco). There is tension because the audience wants to be an agent of social change but doesn't see tobacco, which is a leading cause of death, as a cause that they care about. We also find that the insight strikes an emotional chord; it taps into youth's desire to make a positive difference in the world. However, we think it falls short in that it may not be enough to inspire the audience to think or feel differently.



INSIGHT:

I want to be an agent of social change – to make a difference for a cause I care about, like the environment, gay rights, income inequality, etc. I don't think of tobacco as one of these issues, and yet it is one area where my generation could make an important difference.

BAM360 team criteria for an audience insight			
It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Maybe	Yes	Maybe

1) Vallone, et al, Journal of Advertising Research, Dec 2016

2) Newman, Andrew Adam, "A Less Defiant Tack in a Campaign to Curb Smoking by Teenagers," New York Times, Aug 10, 2014