

Easy, Authentic, and Emotional:

Behavioral Science Principles
for Advertising in the Digital Era

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Within business, change is both constant and inevitable. Over the past twenty years, technology has revolutionized the world of advertising. Consumers are now exposed to more advertising than ever before and the way that they engage with brands has fundamentally changed. For advertisers, technological changes bring advantages and disadvantages. Advertisers can reach more people, more personally, across more spaces. However, when brand messages are communicated differently across multiple media platforms, counterproductive, inconsistent, and incoherent messaging often results. For some brands, the disadvantages of digitization outweigh the advantages. Consistent advertising promotes consumer learning and increases the strength of and number of brand associations, both fundamental to brand equity.¹ In this paper, we outline three principles from behavioral science that enable brands to provide a consistent and powerful message across different media and markets.

¹ Keller, Kevin (2012). Strategic Brand Management, 4th Edition, Pearson.

The World of Advertising Has Changed

The digital revolution changed the dynamic between customers and brands. At the beginning of the internet revolution, marketers cheered for digital because it allowed them to reach more people in more places with more messages. Unquestionably, technology has allowed brands and consumers to interact and engage with one another in unprecedented ways. Brands now tailor messages that appeal to groups (or even individual customers) allowing them to talk about their product in ways that matter to a specific target audience.

At the same time, the downsides of the digital revolution are significant. First, because of the increase in advertising, consumers now work to avoid ads more than ever. It is commonplace for consumers to skip through commercials on their DVR and to use ad-blocking software. This has led to a game of cat-and-mouse with consumers and advertisers trying to avoid (and force) ad exposure. Indeed, it seems dubious for advertisers to live in a world where they must compel their audiences to watch. Instead, they should be asking: How can I deliver messages that my audience wants to view?

Second, the increased personalization of messaging has created a fragmented media environment where, in many cases, different customers are hearing wholly different messages about the same brands and products. The challenge of providing consistent messaging is complicated by the nature of digital advertising. Attempts to capture customers' attention by presenting shorter advertisements contributes to fragmentation and message inconsistency. Rather than being able to communicate a range of messages to its customers, brands must now be more selective, often focusing on one key point. Because these messages are tailored to a specific segment, different customers end up hearing (and learning) different things about the brand.

Finally, in what some researchers have dubbed "the attention deficit disorder economy," consumers have significantly more demands for their attention than ever before. While technology has given us the ability to access information

and connect to others instantly, it has also created an endless source of interruptions and distractions. This places a strain on consumers' ability to pay attention, resulting in further disengagement and even less processing of the claims that advertisers make.

Behavioral Science

We believe that behavioral science provides a number of frameworks that advertisers can utilize to encourage customers to focus on and engage with their communications. Even though the Nobel Prize in Economics has thrice been awarded to behavioral scientists over the past fifteen years, there is still some confusion within the industry about what behavioral science is and how it can be used within advertising.

At Ipsos, we define behavioral science as an interdisciplinary field that applies theories and techniques, mainly from psychology, but also from other social sciences, to investigate the conscious and unconscious drivers of consumer behavior. A behavioral science lens not only looks at the consumer and her internal processes, but also looks at her responses to her context. This integrative approach not only allows us to understand how people perceive, think, and decide, but also provides insights into how advertisers can increase attention towards the ads they create and make the messaging claims in these advertisements more persuasive. In particular, we believe that there are three key steps to advertising in the digital age: understanding System 1/System 2 processing, creating messages rooted in authenticity, and maximizing the impact of emotional messaging strategies.

System 1/System 2 Processing

One of the core tenets of behavioral science is that we have two systems for processing information: System 1 and System 2.² The two-system framework accounts for the diverse ways we make decisions. According to this model, System 1 is automatic, rapid, efficient, and often operates below our conscious awareness. By contrast, System 2 is controlled, analytical, deliberate, and conscious. An easy way to think about these two systems is that System 1 holds our intuitive "gut" reactions and

² Kahneman, Daniel (2011). *Thinking, fast and slow*. Macmillan.

feelings and System 2 drives deliberative and rational thought. Importantly, while System 2 is only active when we have the ability *and* the motivation to consciously process information, System 1 is always working—it is the default.

These different systems come into play at different points in consumers' exposure to brands and products. Indeed, we know that in the introductory stage of a product's life cycle, the main objective is likely to inform and educate customers.³ This works best when ads focus on the product's relative advantages to existing solutions and demonstrations of product use(s).⁴ In this introductory stage, it may be critical to engage in "System 2 advertising" to educate consumers. Here, claims about product features, comparisons to current solutions, and demonstrations of how and why to use the new product provide the information that System 2 needs to make an informed judgment.

But, System 2 advertising tends to decline in value quickly after product introduction. During product category growth and maturity, products begin to face fierce competition. And, due to the way that people measure changes and differences, even actual differentiation, unless extreme, can go unnoticed.⁵ As a result, brand image, habits, and relationships, all of which are controlled by System 1 thinking, dominate consumer choice. Thus, after initial product introduction, it is typically the best practice to move towards more "System 1" advertisements.

In general, the most basic way of creating System 1 compatible advertisements is to decrease the need for complex thought. As Nobel Prize winner Richard Thaler is famous for saying, "If you want somebody to do something, make it easy."⁶ From an advertising perspective, there are two routes towards this goal. First, reduce the amount of cognitive "work" that consumers need to do to process the advertisement effectively. Advertisements containing lots of textual material, product information, feature cognitive or numerical comparisons, or even complex storylines require consumers to pay careful attention, process the information presented, compare

this information against their existing beliefs and attitudes, and then shift these beliefs and attitudes before affecting their behaviors.⁷ To this end, advertisers should not try to include too much in their advertisements. A simple rule here is "less is more." By focusing on only one or two essential claims, consumers process the message more easily.

A second way to make advertisements more System 1 compatible is to capitalize on the paradox of low involvement: when we don't have high motivation to process claims, presentation (e.g., the visuals used, the choice of spokesperson) is more important. Ads with elements provoking an immediate visceral or emotional response appeal to System 1 processing: attractive and/or famous spokespeople, fear, bright colors, humor, hedonically arousing images (i.e., food, sex, money), upbeat music, and those that convey "social proof" to the viewer by validating their choices or making them feel like they are part of the in-crowd.

Moving towards System 1 advertising has several advantages. First, it reduces the need for complexity, by providing advertisers with insight into which product factors to focus upon. This allows them to present a more uniform and consistent message across media. Second, making advertisements more easily processed by System 1 maximizes the draw on consumers' attention. Finally, System 1 advertising is more easily processed. This not only increases thinking and memorability of the advertisement's claims, but when mental processing is easier for consumers, the feeling of ease promotes positive appraisals of the advertisements themselves—serving as an additional boon to their impact.^{8,9}

Authenticity

The mashup of advertising and technology has changed the way consumers view the world around them. Personas on social media are carefully crafted, special effects have created hyperreal advertisements, and paid endorsements and embedded marketing can distort consumers' ability to differentiate between ad and content.

³ Kerin, Roger A., Stephen W. Hartley, and William Rudelis (2014). *Marketing*, 12th Edition, McGraw Hill.

⁴ Rogers, Everett M. (1976). "New product adoption and diffusion." *Journal of Consumer Research* 2(4): 290-301.

⁵ MacKay, D. M. (1963). "Psychophysics of perceived intensity: A theoretical basis for Fechner's and Stevens' laws." *Science*, 139(3560): 1213-1216.

⁶ Sunstein, Cass, and Richard Thaler (2008). "Nudge." *The politics of libertarian paternalism*. New Haven.

⁷ Petty, Richard E., and John Cacioppo (1986). "Elaboration likelihood model." *Handbook of theories of social psychology*. London, England.

⁸ Reber, Rolf, and Norbert Schwarz (1999). "Effects of perceptual fluency on judgments of truth." *Consciousness and Cognition* 8(3): 338-342.

⁹ This is due to the fluency effect, where stimuli that are easy to process (either perceptually or conceptually) are liked more, believed more, and chosen more than more complex stimuli.

In addition to (or perhaps as a response to) these changes, consumers have become “post-modern.”¹⁰ They are hyper-aware of attempts to persuade and attract them and simultaneously recognize how their marketplace choices communicate their own personalities and beliefs. This confluence has created a new consumer dilemma: How can I tell the difference between real and fake?

This search for truth has pulled customers towards brands and companies seen as authentic.¹¹ For customers, authentic companies are perceived as having “transcended the marketplace,” existing for purposes beyond profit.¹² When consumers view a brand as authentic, they are more susceptible to that brand’s positioning and messaging. On the other hand, when a brand is not perceived as authentic, consumers may become more resistant to the brand’s communications, products, and even a company’s reaction to crises.¹³

Of course, this raises the question: what is authenticity? We conceptualize authenticity as something consumers *think* and *feel* when they encounter something genuine, real, or truthful. Brands can typically display their authenticity in two ways. First, brands can highlight their concrete history, emphasizing the lack of deviation from the time, place, people, or processes from when it was developed. Second, brands can stress their inner motivation, purpose, or mission *and* how this drive is reflected in the brands’ products, culture, and even better, the brand’s place within society more broadly.

Because authenticity is a consumer-based feeling, it is essential that attempts to display authenticity possess characteristics that promote consumers’ perception of these messages as authentic. To do so, brands must communicate their authenticity either concretely or abstractly.^{14,15}

Concrete demonstrations of authenticity require the brand to make clear links and references to the brand history. This can be accomplished by telling origin stories, referencing the history of the products and services offered, showing how the process to create the product now is the same as it was then, and emphasizing how the brand has

remained true and steadfast to its traditions over time. Brands can magnify these actions by making sure that the manner of communicating them is also in line with the aspects being sold. For example, if you are referencing a long-ago past, the ad may want to feature black and white photographs, use era-appropriate typefaces, and have the actors or spokespeople appear in period dress.

Brands can also display their authenticity more abstractly. To do so, a brand must be able to show consumers their brand meaning or *raison d’être*. Practically, this can be achieved by, for example, addressing the following points: What is the brand’s mission? What are the “goals” of the brand? What is the brand advocating or promoting in general?

Furthermore, abstract authenticity requires the brand to show a link between their mission and their actions directly. This can be accomplished by evincing how the mission of the company is reflected in the products produced, the segments serviced, the company culture, and the people within the company and by showing how they view their role with respect to social responsibility or a larger societal movement.

For brands that were created with a social purpose already in mind, this is relatively straightforward. But showing authenticity can also work for a traditional brand. Here, it is useful to consider what the most fundamental consumer benefit of the product or service is. Telecommunications providers provide a concrete example. While the product being sold is network access, the core meaning of the product is communication and connection. So, abstractly authentic advertisements would focus on how the brand’s mission to enhance communication facilitates connections around the world, creates a workplace culture based on open communication, and drives their efforts to help connect those who cannot do so on their own.

Creating messages based on authenticity enhances message consistency. Because displaying authenticity requires a focus on either the brand’s tradition or purpose, authentic messaging creates a natural boundary on the

¹⁰ Firat, A. Fuat, and Alladi Venkatesh (1995). “Liberatory postmodernism and the reenchantment of consumption.” *Journal of Consumer Research* 22(3), 239-267.

¹¹ Gilmore, James H., and B. Joseph Pine (2007). *Authenticity: What consumers really want*. Harvard Business Press.

¹² Beverland, Michael (2005). “Brand management and the challenge of authenticity.” *Journal of Product & Brand Management*, 14(7): 460-461.

¹³ *Ibid.*, 11.

¹⁴ Beverland, Michael B., Adam, Lindgreen, A., and Michiel W. Vink (2008). Projecting authenticity through advertising: Consumer judgments of advertisers’ claims. *Journal of Advertising*, 37(1), 5-15.

¹⁵ If brands can do both, greater impact can be achieved.

themes and messages that advertisements should convey. Compellingly, a focus on authenticity still allows for differentiation between advertisements. Consider the analogy of a symphony orchestra. While each of the different sections of the orchestra (and sometimes even the individual musicians) are playing different things, they are all playing from the same piece. In advertising, determining “the authentic” for a brand provides the sheet music for all advertisements.

Matching Consumer Motivations to Emotional Appeals: Regulatory Fit

Within behavioral science, we know that consumers’ evaluations of brands, products, and advertisements often rely on their motivations. Consumers’ different motivational states can attune them towards particular types of emotional information when viewing advertisements. While most advertisers understand that emotional messages can help appeal to consumers’ System 1 processes, they can also use emotion to create more effective and consistent advertising. This is accomplished by using a psychological framework known as “regulatory fit theory.”¹⁶

Regulatory fit theory has shown that there are two fundamental ways that consumers engage with the world around them. They either are looking for ways to gain benefits or avoid bad consequences. When consumers seek additional benefits, they are in a *promotion* mindset and when they focus on preventing losses, they are in a *prevention* mindset.

These different motivational mindsets affect an advertisement’s receptivity and persuasiveness, depending on its emotional appeal. Regulatory fit theory holds that it is critical that messages match the consumer’s motivation. That is, consumers in a promotion mindset best receive messages framed as opportunities, methods of advancement, or additional benefits. This is best done by using emotions and messages related to their hopefulness, creativity, achievement, and empowerment. Conversely, consumers with prevention mindsets will focus on and be more persuaded by messages framed as protections and shelter from negative consequences. Here, emotions

and messages related to obligations, a sense of duty, or personal commitment are most apt.

Before choosing a promotion/prevention focus for the advertisement, determine existing consumer beliefs. To do so, consider the basic product benefit. Does it serve as an additional advantage in the consumers’ life, like tasty and healthy foods, vacation homes, or a sports car? Or, does the product help the consumer avoid negative outcomes, like alarm systems, insurance, and “diet foods”? It is true that some products possess both a promotion and protection component, so market research may be required to see how your consumers (or consumer segments) most often conceptualize it. Once determined, messaging can simply be tailored to “fit” that concept by emphasizing the promotion or preventative aspects of the brand or product.

Aside from the benefits of attention and persuasion, the use of regulatory fit theory promotes consistency in advertising. Determining, *a priori*, if a brand or product is promotion oriented or prevention oriented immediately suggests guidelines and best practices for how benefit claims should be made. This not only makes communications development more efficient, but also ensures that customers are hearing a strong and consistent message from all brand contact points: salespeople, advertisements, and even package based claims.

Behavioral Science Provides a Framework for Advertising Success

In this paper, we’ve shown how behavioral science can create more effective advertising. By making advertisements more System 1, more authentic, and more in tune with consumers’ existing motivations and product beliefs, they are more likely to be paid attention to, remembered, and chosen. Each of these strategies also allows brands to be more consistent in advertising.

While it is certainly reasonable for advertisers to take and apply any one of these principles to their work, we believe that the best effects come from a synergistic blend of

¹⁶ Avnet, Tamar, and E. Tory Higgins (2006). “How regulatory fit affects value in consumer choices and opinions.” *Journal of Marketing Research* 43(1): 1-10.

all three. This mix of showing the core meaning of the brand in an authentic and easily processed way blends and magnifies the effects of each of the principles. This is because alignment between all three allows for a strong and consistent story to be told.

Behavioral science provides advertisers with the blueprint for understanding how consumers perceive, think, and choose. Companies that are able to develop and appreciate these fundamental tenets of behavior will gain a significant advantage in the marketplace. They will be better attuned to the needs and desires of the market, they will be able to communicate with their customers more effectively and efficiently, and they will be able to manage the firm's reactions towards future changes in message delivery.

Applying the Framework

In this next section, we'll make these principles concrete by using the framework developed to evaluate a set of advertisements. This will not only provide insight into what works (and what does not work), but it will also serve to provide more tangible examples of how behavioral science principles are executed.

System 1/System 2 Advertising

As described earlier, System 1 refers to our automatic, rapid, and unconscious processing of information. Persuasive System 1 advertisements are easy to understand and appeal to one's instinctual "gut reactions." The Kit Kat® "Library Break" ad has many elements that appeal to System 1.¹⁷ It is easy to understand and elicits positive emotions without the need for deep thought. Through basic juxtaposition, the product becomes associated with fun and humor without any discussion of product information. Although this link is clear, its appeal to System 1 processing would improve by incorporating more hedonically appealing elements, like celebrities, special effects, or upbeat music.

Indeed, we see the upbeat music component used successfully in the "New Wave Jingle" Kit Kat commercial.¹⁸ Here, familiar "new wave" style music was paired with colorful clothing and backgrounds, dancing, and metaphors related to the concept of "taking a break" (like adjusting clothing and makeup on a production set). The entire advertisement focused on hedonic elements. Even the jingle is likely to stick with consumers due to its repetition and simple melody. Finally, the combination of hedonic elements is synergistic. They reinforce each other to drive home the message that Kit Kat candy serves as both an escape and as a way to connect with your own self through a delicious (and thus hedonically engaging) snack across a variety of concepts.

The Boost® Nutritional Drink also attempts to appeal to System 1 processing through its use of upbeat music and dancing.¹⁹ But, much of the ad requires System 2 processing. In order to learn information about a new or unfamiliar product in a meaningful way, we need to engage System 2. Having product details quickly rattled off in an otherwise upbeat and hedonically oriented commercial creates conflict between System 1 and System 2 processing. On one hand, the information detracts from the hedonic and easy-to-understand elements. On the other, the hedonic elements distract us from attending to the product information.

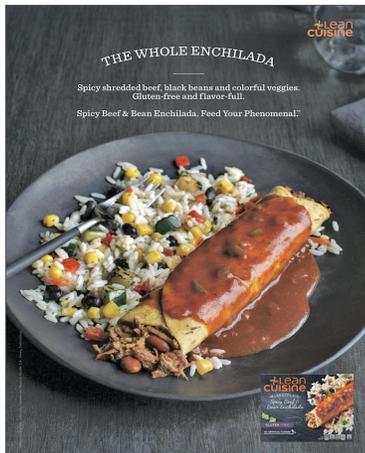
System 2 Lactogen® "New Baby" advertisement. Even with the picture of the mother and baby, this advertisement still takes a substantial amount of cognitive processing to understand.

¹⁷ <https://www.youtube.com/watch?v=PjFOauN7f6Q>

¹⁸ <https://www.youtube.com/watch?v=pTudCB8cUWo>

¹⁹ https://www.ispot.tv/ad/A_Fe/boost-complete-nutritional-drink-just-dance

The print advertisement by Lactogen® illustrates a more pure System 2 appeal. This advertisement seeks to educate consumers about the nutritional value of the product. In the New Baby Lactogen advertisement, information is provided about the formula having “complete” nutrition and the specific vitamins recommended by doctors. In doing so, the message appeals to the idea of health and protection. But, analytic and deliberative processing is required to find them useful and appealing. A similar print advertisement could be improved in the future by including full nutritional label information to better educate the consumer.



System 1 Lean Cuisine® advertisement. The focus on the sensory aspects—colorful food and large portion size provides immediate hedonic appeal.

The Lean Cuisine advertisement also highlights the healthy ingredients in various Lean Cuisine meals. This does so a bit more effectively than the Lactogen ad because, while the information is present, the clear focus is the deliciousness of the food, a more hedonic factor. This may help to counter our natural intuition that healthier food is less tasty than more indulgent foods.²⁰

Authenticity

As the desire for truth has led consumers to seek out brands and companies that are perceived to be authentic, brands should also aim to portray their “true selves.” A few example advertisements are discussed below.

The Ragu® Old World Style® Traditional sauce commercial uses concrete cues to build its meaning of tradition.²¹ By

highlighting the history of Ragu as a brand and in the production process (i.e., from growing and picking the tomatoes to finally simmering the sauce in preparation for a meal), the brand demonstrates both historical tradition and transparency of process. The longevity of the brand is depicted through a woman from earlier times (conveyed with period-appropriate dress and vintage quality video) alongside images of a woman from a more present-day setting (with modern clothing and modern quality video). The advertisement further evokes a sense of tradition over the years by depicting children playing in the background in both the past and present scenarios.

Still, there may be room for improvement. By more realistically depicting the similarity in production process between past and present, the brand would appear more genuine and truthful. One could imagine images of the tomatoes being picked by hand by the woman in the past, to being inspected in the field by her in the present. Similar juxtapositions could be made for multiple elements of the cooking process. Another suggestion would be to make the depictions of the past and present use of the brand less abstract simply by showing its enjoyment at the table across both past and present contexts.

While the Ragu advertisement evinces authenticity concretely, many brands use abstract cues instead. This is best exemplified in the Lean Cuisine advertisement, “Night Nurse.”²² Whereas previous Lean Cuisine campaigns had focused upon the nutritional attributes of the product, this campaign is more centered on the themes of nourishment, support, and empowerment. In general, these themes evoke a “purpose” that transcends the traditional consumer-product dichotomy. The brand “cares” about you, your needs, and your hopes and dreams.

These themes are depicted abstractly within the advertisement. This is mainly achieved through the ad’s focus on women, maternity, and nursing. These three concepts are heavily associated with support and nourishment. Mothers provide nourishment in countless ways. Nurses support and enable people back to health. And, due to the history of traditional gender-based roles within society, nurses are associated with women. Finally, the tone of the advertisement also helps convey the brand’s purpose.

²⁰ Raghunathan, Rajagopal, Rebecca Walker Naylor, and Wayne D. Hoyer (2006). “The unhealthy – tasty intuition and its effects on taste inferences, enjoyment, and choice of food products.” *Journal of Marketing* 70(4): 170-184.

²¹ <https://www.ispot.tv/ad/wKN7/ragu-what-makes-a-sauce-rag>

²² <https://www.ispot.tv/ad/7PHk/lean-cuisine-marketplace-collection-night-nurse>

Instead of speaking of “losing weight,” which contradicts the message of nourishment, the ad speaks of how the food supports your drive for accomplishment—driving home authentic meaning more overtly.

Another example can be seen in the Dove “Real Beauty” campaign.²³ These advertisements capture the concept of authenticity by showing commitment to feminism. By depicting women as being successful across different roles within the production industry, it highlights female achievement and talent. This reminds consumers that Dove “believes” that beauty means more than physical characteristics (e.g., persistence or strength).

Although abstract messages of authenticity convey that Dove cares about women, this ad could also be improved. Most importantly, the commercial relies on the assumption that people are aware of the product’s current mission. Consumers less familiar with the brand may find the commercial uninformative and even tangential. Further, if the message seems inconsistent with or unrelated to the brand, viewers could perceive the brand as less genuine. This could be remedied by providing additional links between Dove, its products, and its purpose.

Matching Motivations with Regulatory Fit

Whereas a promotion-focused mindset motivates consumers to seek benefits or gains, prevention-focused mindsets motivate consumers to prevent losses. Regulatory fit theory finds that ads are most effective when they use language and strategies that are congruent with these two mindsets. These differences in promotion and prevention focused advertisements are shown clearly in two Purina® Pro Plan® commercials.

In the Purina Pro Plan “If your dog can dream it...” commercial, a promotion focus is used.²⁴ This is achieved through the depiction of a dreaming dog. In the dream, the goal (benefit sought) is to catch a ball. The dog dreams about winning a competitive swimming activity based on the common game of fetch. Beating the other dog is a clear “benefit” to the dog, and the commercial is filled with excitement as the dog is victorious. The

excitement, the future focus, and the achievement of gains clearly mark this as a promotional advertisement, focusing on ways that Purina allows your dog to “be its best.”

As a direct contrast and point of comparison, the Purina Pro Plan “Bright Mind” commercial shows a prevention focus.²⁵ Clear losses are shown related to the cognitive declines associated with aging. Effects on the dog’s memory, learning, awareness, and decision-making are all depicted. Pet owners describe how aging has led their dog to “change” and “be different,” highlighting the losses in ability in their aging dog. The solution to this loss is that the Bright Mind dog food increases “alertness” and “mental focus,” and thus may slow down or even reverse the negative side effects of aging.

Here, some of the brand’s commercials are prevention focused, while others are promotion focused. This provides a compelling example of how identifying the unique needs satisfied through different members of a brand family enables more targeted messages where the messaging style matches the motivations driving consumption.²⁶ For the senior dogs, the owners’ focus would naturally be on a prevention mindset, whereas the other foods, which help nourish and support dogs, clearly have a deeper promotion element to them.

While these ads are very good, they could still be improved. The promotion-oriented commercial could not only focus on how the product allows the dog to achieve its goals, but how the product allows the owners to fulfill their dreams with their dogs. While this is a simple point, it establishes a direct link between the consumers’ motivations and the product meaning, rather than having this link be mediated by the dog. Similarly, in the prevention commercial, the owners can explicitly state how they feel that it is their obligation or duty to care for the dog and keep it healthy. Again, this makes the connection between the motivation and the product clearer and closer to the consumer themselves.

²³ <https://www.ispot.tv/ad/wSOH/dove-real-beauty-productions-meet-the-women>

²⁴ https://www.youtube.com/watch?v=_w_rJddDWvw

²⁵ <https://www.ispot.tv/ad/780M/purina-pro-plan-bright-mind-lady>

²⁶ However, when promoting the brand in general, we believe that it is best practice to choose a position as promotion or prevention. This helps create a stronger brand meaning and enables more consistent messaging.

Conclusion

Our analysis demonstrates ways that behavioral science strategies can be effectively utilized to create more compelling, effective advertising. Here, we have not only highlighted what works, but also pointed out inconsistencies and room for improvement. We believe that these insights will help guide brands to develop simpler, more impactful, and more persuasive advertisements. Furthermore, by providing focus as to key advertising elements, the three principles we have proffered—System 1/System 2 appeals, authenticity, and regulatory focus—enable overall consistency in advertising strategy, while still allowing for differentiation in individual ad content.

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