COMMUNICATION INSIGHTS

STEERING BEHAVIOR

The potential of (digital) nudging for corporate communications

ACADEMIC SOCIETY
FOR MANAGEMENT & COMMUNICATION
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EDITORIAL

» Small but mighty – nudges steer users' behavior and choices in digital environments. «

As communication goes digital, how can we make it more effective? With this question in mind, digital nudging was identified as a promising method for communication professionals in the Communications Trend Radar 2021. The Communications Trend Radar is an annual research project conducted by the Academic Society for Management & Communication which identifies key trends in society, management, and technology that are likely to influence corporate communications in the upcoming years. Digital nudging is one such trend.

Interaction and communication with stakeholders are increasingly taking place in digital environments, and remote working models are on the rise. Intranet, email, learning & development platforms, video conferencing tools, messengers, file-sharing platforms, employee apps, corporate websites, internal wikis: the list of digital platforms for stakeholder communication and interaction is long. Communicating effectively in these and other digital environments is a core challenge for communication professionals and has become even more relevant in the ongoing COVID-19 pandemic.

This is where digital nudging comes in. Seemingly small changes in the design of a user interface can influence how recipients behave and what decisions they take. For example, if an option is selected as a default, recipients are far more likely to choose it. Sounds promising – but how could this be applied in corporate communications? Sünje Clausen and I investigated the potential of digital nudging for corporate communications in a research project at the University of Duisburg-Essen. This publication provides the reader with an introduction to digital nudging, application scenarios, an assessment of the relevance of digital nudging for corporate communications, and important considerations for getting started. These insights are based on a literature review and 13 interviews with experts from corporate communications and related fields. We'd like to say a big 'thank you' to all our interviewees, who shared their valuable time to discuss digital nudging with us. Your support is what allows us to combine our insights with the day-to-day practice of corporate communications.

We'd also like to thank the Academic Society for Management & Communication for making this research project possible. Special thanks go to Michelle Wloka, Karen Berger, and Christine Viertmann from the Academic Society for their valuable feedback and advice.

We hope to provide you with food for thought as well as a starting point to explore digital nudging as a way of boosting the effectiveness of your communication activities.

Prof. Stefan Stieglitz
Professor of Digital Communication and Transformation
University of Duisburg-Essen

KEY FINDINGS

Using psychological insights to improve people's decision-making is an increasingly popular concept. Digital nudging has already been used in many contexts, such as public policy and energy consumption behavior. Both researchers and practitioners continue to explore application scenarios in corporate communications. A one-year research project at the University of Duisburg-Essen produced the following key findings on the potential of digital nudging in corporate communications.

DIGITAL NUDGING – A CONCEPT TO KEEP AN EYE ON

Globalization, digitalization, pandemic: organizations have faced an accelerating pace of change over the past decade. With people owning more digital devices, working from home more often, and spending more time online, it's becoming increasingly important to **guide individual decision-making and behavior** in digital environments. 12 of our 13 interviewees saw some or high potential in using digital nudging to **improve the effectiveness of corporate communications**. Even though they didn't perceive a pressing need to adopt processes immediately, our findings underline that digital nudging is something that's worth keeping an eye on and learning more about.

APPLICATION AREAS OF DIGITAL NUDGING

Most interviewees hadn't yet implemented digital nudging themselves. However, based on explanations during the interviews and prior knowledge, the interviewees identified the following applications as particularly promising:

• Supporting **digital transformation**, for example by increasing the acceptance of digital tools within a team (e.g., CommTech) or organization

• Encouraging **learning and development** as well as knowledge sharing

• Increasing **compliance behavior,** especially regarding cybersecurity

• Improving employees' **health and well-being**

How corporate communications can apply digital nudging will be explored in more detail in chapter "Digital Nudging in Corporate Communications" on page 09.

CHALLENGES

Integrating digital nudging into corporate communications entails several challenges. Above all, although the widespread **standardized communication platforms and services** offer many benefits, they're also one of the biggest hurdles as communication professionals have no influence on their design. Additionally, **convergence** between different digital devices and platforms, **cultural aspects**, and restrictions due to **corporate design guidelines** might all impede digital nudging. Moreover, to ensure the **ethical use** of digital nudging, communication professionals need to learn more about the goals and preferences of their target groups and implement feedback channels.

Seven key considerations for getting started will be explored in chapter "Implementing Digital Nudging" on page 13.

RESEARCH DESIGN

The research was conducted by Stefan Stieglitz and Sünje Clausen at the University of Duisburg-Essen and comprised two steps:

1 Literature review

Publications primarily from the fields of behavioral economics, information systems, and human computer interaction were reviewed. The review focused on the theoretical foundations of digital nudging, models for developing digital nudging, and empirical evaluations of digital nudging applications. Additionally, the review identified various ethical focal points in the academic debate about system design that's intended to influence behavior.

2 Semi-structured interviews with 13 professionals in corporate communications and adjacent areas

Semi-structured expert interviews with 13 professionals in corporate communications and adjacent areas (e.g., marketing, human resources) from 10 different companies were conducted via Zoom or Microsoft Teams between April and May 2021. Previous experience with digital nudging wasn't a requirement for participation, and most of the interviewees hadn't yet implemented digital nudges in their own communication activities. The interviews covered the following topics:

- The role of corporate communications within the organization (e.g., collaboration or connection with other departments or external service providers; strategic goals, especially regarding stakeholder behavior)

- The role of digital platforms (e.g., the use and design of digital platforms and tools, technological expertise within the team, connection to IT)

- Design of communications activities (e.g., process, consideration of psychological factors, consideration of the recipients' interests)

- Knowledge about digital nudging

- Explanation of digital nudging supported by a short slide deck

- Digital nudging as a method for corporate communications (e.g., application scenarios, barriers, enablers, ethical considerations, consultant role)

- General questions about the potential of digital nudging for corporate communications

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A selection of organizations that participated in this study

13 semi-structured interviews with experts in the field of corporate communications and adjacent areas (e.g. marketing, human resources) were conducted by the University of Duisburg-Essen.

HUMAN PSYCHOLOGY AND THE POWER OF DESIGN

INTRODUCING DIGITAL NUDGING

Communication initiatives are often designed to encourage or reduce certain behavior among stakeholders. Understanding how humans perceive their environment, process information, and take decisions forms the basis for steering behavior with digital nudges. The consideration of decision-making processes goes beyond classical user interface design, and is also the reason for a lively ethical debate on the legitimacy of applying digital nudging.

HOW DO HUMANS TAKE DECSIONS?

Humans don't always weigh the pros and cons in any given situation to come to a rational decision (i.e., they are **not *homo oeconomicus***). Instead, decision-making is often intuitive, quick, and subject to limitations. The psychologist and Nobel Prize in Economics laureate Daniel Kahneman captured this notion in the **dual-system theory**. According to Kahneman, there are two systems of thinking: System 1, which operates automatically, quickly, and with little effort; and System 2, which performs tedious mental activities, and is both slow and deliberate. To allow for quick, automatic decision-making, System 1 draws on "mental short-cuts," which are also referred to as heuristics (rules of thumb) or intuition. While these are essential for navigating a complex environment where it's simply impossible to process all the available information, System 1 thinking can lead to **decision-making which is suboptimal, biased**, or **inconsistent** with one's beliefs and (long-term) goals.

CONTEXT MATTERS: HOW OUR ENVIRONMENT SHAPES DECISION-MAKING

The design of the environment in which a decision is made ("choice environment") is crucial, especially regarding decisions based on System 1 thinking. The way a designer of a choice environment selects and arranges choice options, frames information, and provides feedback will inevitably influence behavior. For example, research shows that almost twice as many people decide to become an organ donor if the choice option is changed from "opt in" to "opt out" (c.f. Weinmann et al., 2016).

Connecting scientific knowledge about human decision-making processes and interface design is the core of nudging. **Specifically, a (digital) nudge is a user interface design element which steers behavior in a predictable way.**

» *Considering our communication activities, I'd say that more than half of them – maybe even 70% – have exactly this goal: we want to change behavior. The others are like, 'Look how great we are.'* «

THE THEORETICAL ROOTS OF NUDGING

The concept of nudging stems from the field of **behavioral economics**. It was introduced by University of Chicago economist Richard H. Thaler and Harvard Law School professor Cass R. Sunstein (Thaler & Sunstein, 2008). In 2016, Weinmann and colleagues adapted the concept of nudging to digital environments and coined the term **digital nudging**. Examples of digital environments include a corporate website, a brand channel on social media, an email program, an enterprise social network, an online shop, or a smartphone app.

Communications professionals use a variety of digital environments in their work and interaction with stakeholders, also called "CommTech" (Zerfass & Brockhaus, 2021). The design of these digital environments can influence the response of stakeholders and ultimately the **effectiveness of communication initiatives**. Specific examples of digital nudges and application scenarios are presented on p. 09.

IS NUDGING A FORM OF MANIPULATION?

One concern surrounding digital nudging is that it could be used to manipulate users. But what does that mean? We speak of **manipulation** if individuals are restricted in their ability to decide and to behave autonomously (Mathur et al. 2021). Individuals are often unaware of being influenced in the choice situation, and feel betrayed or played once they realize that they weren't the "authors" of their own decisions. However, digital nudging isn't intended to merely serve the designer and play the individual.

The researchers and founder of the concept Thaler and Sunstein based nudging on the idea of **libertarian paternalism**, which emphasizes two ethical considerations for steering decision-making. First, a nudge should only steer individuals towards **decisions which are in their own interest** as judged by themselves. Second, a nudge shouldn't restrict autonomy and should preserve the decider's **full freedom of choice**.

To ensure freedom of choice, Thaler and Sunstein (2008) require that

- all choice options must remain available to the decider (i.e., none are removed);

- the economic incentives of a choice option shouldn't be significantly changed.

» Where does manipulation start, where does it stop, and where does nudging start? Does this boundary even exist? «

However, since the introduction of nudging, scholars have debated whether these requirements are specific enough and sufficient to ensure ethically acceptable nudging (e.g., Hansen and Jespersen, 2013).

## IS DIGITAL NUDGING A FORM OF USER INTERFACE DESIGN?

Could this be called nudging? Or is it just good user interface or user experience design? In short, **what makes a nudge a nudge?**

» I believe we'd rather classify this under 'Oh, man, that's good user guidance.' That wouldn't be considered as nudging, but rather as good UX. «

These questions weren't just raised by some of the interviewees, but are also reflected in the academic debate. For example, Selinger and Whyte (2011) used the term "**fuzzy nudges**" to describe design interventions where it's unclear whether they qualify as nudges based on prevalent definitions.

Furthermore, design interventions which clearly violate nudging principles by going "against the user's best interests and towards those of the designer" (Lukoff et al., 2021, p.2) have also been described as **dark patterns**. This term was coined by the user experience specialist Harry Brignull in

Digital nudging in relation to user interface design and behavioral economics
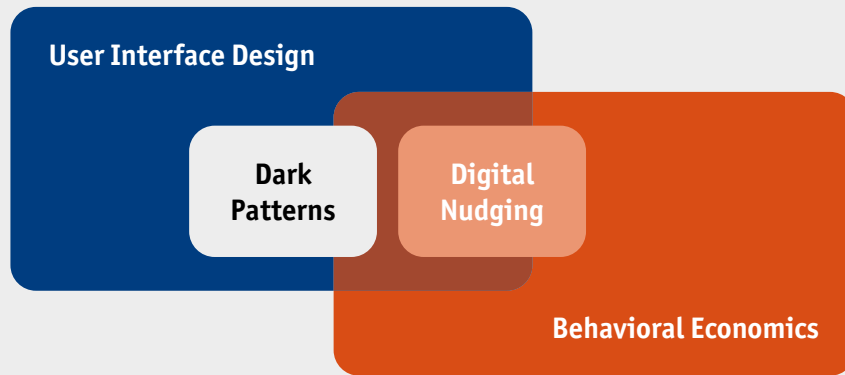

Schematic visualization of the relation between the field of user interface design and behavioral economics. The fields overlap as they both cover design practices which influence user experience and behavior in (digital) environments. Thereby, user interface design focuses on usability and user experience, while behavioral economics focuses on human decision-making processes. The term 'dark patterns' is primarily used in user interface design and describes design practices which deliberately mislead or trick users.

2010, who provides an overview of dark patterns and collects negative examples in a "hall of shame" on this website: darkpatterns.org.

Generally speaking, a central aspect of digital nudging is the user interface design (e.g., on websites, mobile applications). While the primary goal of user interface design is to ensure good usability and seamless interaction, the goal of digital nudging is focused on predictably influencing human behavior in accordance with pro-self or pro-social goals. Even so, user interface design provides a good starting point for adopting digital nudging, and prevalent methods for designing digital nudges are often geared towards user interface designers (e.g., "The Digital Nudge Design method" by Mirsch et al., 2018).
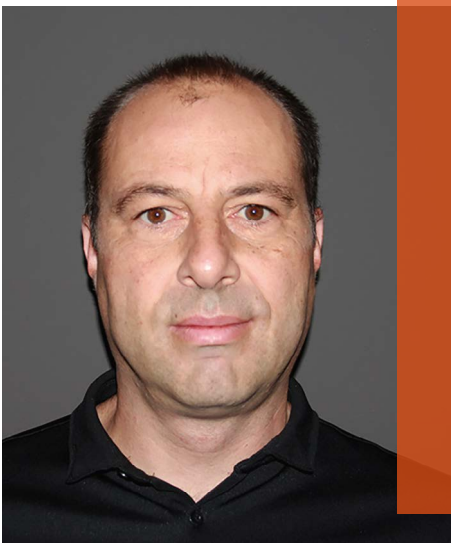
»We consider psychological aspects mostly in the context of user experience design. For example, what colors, shapes, or arrangements of information work best on our websites? We conduct A/B testing and micro-surveys to measure what designs maximize traffic and receive the best functionality ratings from customers. Digital nudging, however, goes beyond this, diving much deeper into the psychological aspects than we've ever done. I think it's a highly interesting method and takes user experience to a new level.«

Wolfgang Brunner, Senior Manager Digital Comms Strategy, Clariant

DIGITAL NUDGING IN CORPORATE COMMUNICATIONS

APPLICATION AND RELEVANCE

Digital nudging is a method which in principle can be applied in any situation in which individuals make choices (e.g., to interact) in a digital environment. This chapter presents several application scenarios for digital nudging which were mentioned by interviewees and are supported by relevant literature. Most interviewees perceived digital nudging as somewhat relevant or highly relevant for corporate communications.

SUPPORTING THE DIGITAL TRANSFORMATION

The interviewees perceived applying digital nudging to **increase technology acceptance** as an interesting application area. Several interviewees mentioned cases where new digital communication channels such as employee apps were introduced but stakeholders hesitated to adopt them. One nudging strategy could therefore be to highlight the (desired) **social norm** to encourage technology use (see info box "Social reference & norms" on p. 10). For example, by...

- communicating information such as "70% of your colleagues already use our employee app to plan their vacation days";

- pictures of colleagues interacting with the platform or service;

- visualizing or displaying app download numbers in employee peer groups.

> *» We've just switched from Skype to Teams, which brings the typical change problem with it because people prefer to stick with what they know; something new is difficult. And I can imagine that if you use nudges, you can get support. I could imagine that [digital nudging] works very well for change projects in general. «*

EXAMPLES OF COGNITIVE BIASES

Social reference & norms

Especially in new or uncertain situations, humans tend to adjust their behavior and attitudes to those of other humans. Most humans conform with social norms because they **fear social isolation** and want to be accepted by their peers or because they believe the group "knows better." Explicitly **stating social norms in decision situations** can steer users towards complying with them (Mirsch et al., 2018) and is one of the **most frequently used nudging strategies** (Hummel & Maedche, 2019). This nudge is particularly effective if the referenced social group is local and specific (Sunstein, 2014).

ENCOURAGING LEARNING & KNOWLEDGE SHARING

» I used to take a lot more training courses, and only last week I finally took another one … And it was so inspiring, it was so good and so important for the job. And a colleague of mine decided against it because she said: 'But I have too much on my plate at the moment.' «

This is a typical scenario in the context of learning and development. However, staying up to date and advancing one's skills is increasingly relevant in the quickly changing work environment. Certain cognitive characteristics might cause such behavior which could be addressed with digital nudges (see info box "Present bias & hyperbolic discounting").

One interviewee reported that they had an internal wiki and an internal learning platform, and that they already implemented different strategies to encourage employees to share their knowledge or learn something new – for example, by implementing **shortcuts** on the browser homepage which allows employees to navigate to these platforms effortlessly, and by placing learning content (e.g., a YouTube video) **on the front page** of the intranet.

COMPLIANCE, HEALTH & THE "ANTI"-NUDGE

Several interviewees mentioned **compliance** (for example with security policies) as one of the most relevant application areas for digital nudging. Regarding **online privacy**, previous research suggests that nudging could improve decisions about self-disclosure (Kroll & Stieglitz, 2019). Some of the interviewees had already implemented nudge-like interventions in the context of security and compliance, such as a warning whenever **confidential documents** were sent to an email address outside the organization, or encouraging staff to be more aware of **phishing** if the sender of an email was unknown. Another example is to nudge people towards **choosing safer passwords**, for example by visualizing password strength. Using these and other digital nudges could contribute to ensuring **cybersecurity**, which is an increasingly important topic for corporate communications (Stieglitz et al., 2022).

Furthermore, **supporting health and well-being** were mentioned as important applications – for instance, using nudges to support the separation of private and professional lives, getting up from the desk from time to time, taking a walk to recharge or getting vaccinated.

⏰ Present bias & hyperbolic discounting

Humans have the tendency to **prioritize short term implications** (e.g., finishing a task) over long-term implications (e.g., improving their qualifications), regardless of whether future outcomes are of greater value (Mirsch et al., 2018). This can lead to situations in which individuals fail to work towards their long-term goals. This might be circumvented by asking individuals to commit to a certain course of action before the decision is taken or providing them with feedback about the (suboptimal) outcomes of their own past decisions (Sunstein, 2014).

📍 Status quo bias

Humans like to **maintain the status quo** and tend to perceive potential disadvantages of leaving a current state to be greater than potential benefits of switching (Mirsch et al., 2018). This bias can be addressed by **setting a default**, which is not only one of the most common but also the most effective nudge (Hummel & Maedche, 2019).

» Sometimes a hint like this would be good – 'You've been online and working for 8 hours now' just to remind yourself a little bit. «

Lastly, several interviewees stated that being aware of nudging effects could also help to avoid influencing decisions ("**anti-nudge**") where it's not wanted, for example when conducting employee surveys.

» I see marketing as the primary application for digital nudging, as it's easier to measure and evaluate the impact. However, there are thousands of ways to use digital nudging in corporate communications as well. I think the most important areas are professional development and compliance. I expect that some of the underlying ideas of nudging are already being used. However, they're not based on scientific insights but on intuition and professional experience. Digital nudging would allow communications professionals to systematize their approach and could increase the success of communications. «

Thomas Mickeleit, Communications Consultant Digital Transformation, KommunikationNeuDenken!

PERCEIVED POTENTIAL OF DIGITAL NUDGING FOR CORPORATE COMMUNICATIONS

As digital nudging is a relatively new development, most of the interviewees hadn't yet implemented digital nudges in their own communication activities. However, based on their prior knowledge as well as the explanations and discussion in the interviews, most interviewees expressed a **positive or strongly positive attitude** towards applying digital nudging in corporate communications.

> *» The added value is actually enormous. Particularly, this idea of social norm nudging – that I nudge other people by showing them that others are doing the same thing, and which I would also do if possible – I think that's a very powerful concept, and we've actually been using it for a long time. «*

Several interviewees stated that communication is used to influence recipients to some degree. Digital nudging would be an improvement of their methods and could help to **achieve communication goals** even better.

> *» I believe that the methodology has enormous potential ... it can never be wrong to sort of tune your communication and what you want to achieve with it to the psyche of the other person, which then influences the decisions that follow from it. «*

However, one interviewee considered the risk of manipulation higher than potential benefits and would avoid using the method.

The majority of interviewees stated that they see potential for **applying digital nudging for certain communications initiatives**. Furthermore, they'd like to learn more about the method and explore the effects of nudges on stakeholder behavior in **pilot projects**.

> *» I see it as an interesting topic. For me, I wouldn't say that I currently need it. I wouldn't consider hiring a person to do digital nudging right now. But I would like to take a look at it in a pilot project, to see what the possibilities are. Your question was: Do I see value in this? Yes. Do I see it as something that I have to do? No. «*

The potential of digital nudging for corporate communications

1	8	4
Skeptical	**Interesting method with potential**	**High potential**
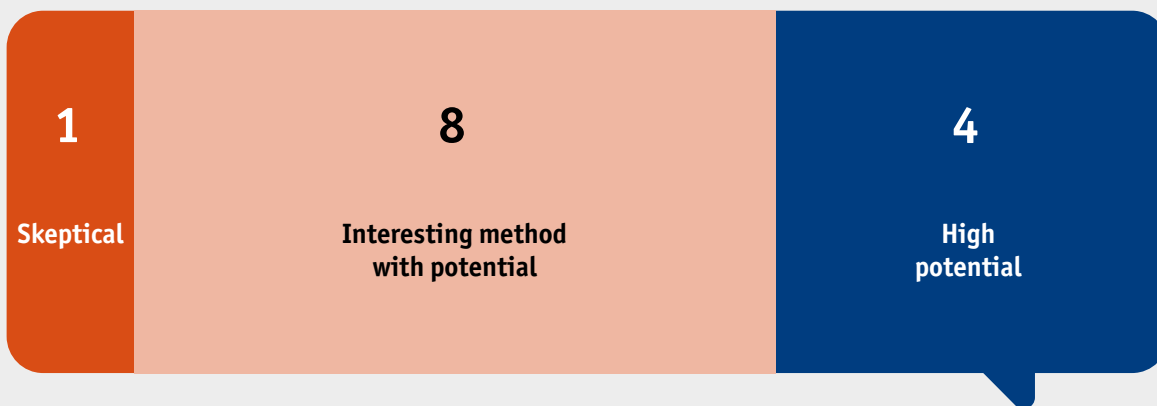
Visualization of the interviewee's perceived potential of digital nudging for corporate communications.

IMPLEMENTING DIGITAL NUDGING

SEVEN KEY CONSIDERATIONS

Implementing digital nudging doesn't come without its challenges. The following seven considerations, subdivided into three stages, are key for communication professionals planning to explore digital nudging.

ASSESSING THE STATUS QUO

1 FLEXIBLE CORPORATE DESIGN

Identify design guidelines, digital assets, or toolboxes for brand design which must be adhered to when designing communications platforms or activities. If these are very restrictive, they may pose a **barrier** to exploring digital nudging. If they can be modified, they provide an **opportunity to integrate nudging principles** directly into existing toolboxes, assets, or design guidelines.

2 DESIGN AFFINITY

While standardized communication and collaboration platforms offer many benefits, they can pose a **barrier to implementing or exploring digital nudges**. Moreover, even if standardized platforms were to implement nudging principles, they would **not allow digital nudges to be tailored** to the goals or characteristics of certain individuals or groups. This is a major shortcoming for developing the potential of digital nudging in corporate communications. Focus on platforms or services which are (partially) designed by communications departments, by internal IT providers, or which are commissioned from external agencies. Several interviewees were directly involved in or had an influence on the design of corporate websites, employee apps, knowledge sharing platforms, self-service platforms, and virtual reality applications.

Overview of the main standardized technologies mentioned by the interviewees

While standardized technologies offer many benefits, they restrict the applicability of nudging. Microsoft SharePoint was mentioned as a platform offering some customizability while most of the others provide standardized user interfaces that communication professionals have no influence on.
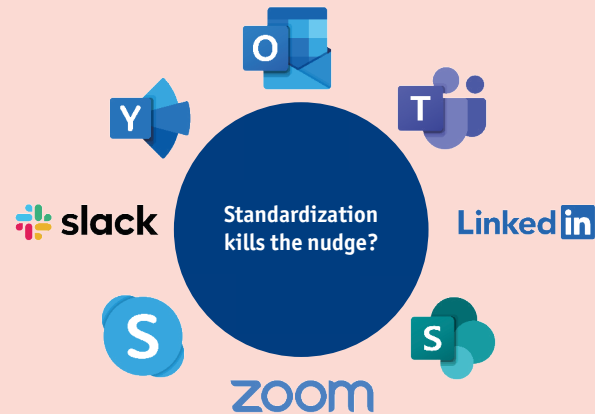
3 CONSULTANT ROLE

Different competencies and roles of corporate communications within in a company influence whether learning about digital nudging is currently relevant for them. Even if digital nudging can't be applied directly by communication professionals themselves, they might **consult other stakeholders** on digital communication initiatives. In this case, learning about digital nudging is likely to be useful as well.

SETTING THE SCOPE

4 CULTURAL DIFFERENCES

Internationally operating companies develop or use digital platforms in different regions and cultures. Individuals from different backgrounds might differ in their cognitive characteristics, perceptions of design, and interpretations. This raises the question: How **culture-specific** are nudges? Communications professionals could start by focusing on local rather than international digital environments.

> » And of course, you have to take into account that the nudging that I'm developing for the Western world probably doesn't work the same way in China. The best example is that in China, red is the color of luck while green has no such connotation. ... In Arab regions the direction of writing is from right to left, which really impacts the effect of the interface. «

5 CONVERGENCE

Digital experiences are often designed to work on **multiple devices** such as smartphones, wearables, tablets, or computers. In the future, communication activities might even take place in virtual or augmented reality. Communication professionals should therefore consider the platforms and devices on which users encounter nudges. Related questions include: How can nudges be designed to ensure a coherent user experience across different interfaces? And how effective are digital nudges for different interfaces and devices?

> » One challenge is definitely the know-how. I know my communication skills, but I'm not a psychologist and I don't know enough about the psychology of my stakeholders and how nudges would affect them. I'd need an expert who's not only familiar with the psychological effects, but also understands the business strategy and could advise us. This would allow us to evaluate the effectiveness of nudging and potentially build expertise inhouse. «

Wolfgang Brunner, Senior Manager Digital Comms Strategy, Clariant

GETTING STARTED

6 ETHICAL CONCERNS

While digital nudges are often used for pro-social goals or goals which are generally considered desirable, **selecting these goals can be problematic**. For example, consider if the selection is based on incomplete or flawed information on the part of the designer (Renaud & Zimmermann, 2018). How much does a designer need to know about the acceptability of a goal to warrant nudging others towards it? Thus, the question of which goals to adopt is difficult to answer. Therefore, communication professionals should aim to provide individuals with opportunities to explicitly **state their own preferences and goals** and allow them to give **feedback** on implemented nudges.

> » I'd discuss with my head of communication whether it's ethically and morally justifiable for us to influence our customers in one way or another. But I think this is an extremely important topic. It's about brand, i.e., trust, and I think you can also damage your brand if you don't behave responsibly. «

7 TOP DOWN OR BOTTOM UP

Several interviewees suggested adopting a **bottom-up** approach by starting with local information sessions and experimenting with nudges on small scale projects. Here, questions of ethicality are likely to be discussed and decided within a communications department.

However, some also suggested that digital nudging could be directly integrated into existing corporate toolboxes or procedures for designing digital platforms. This **top-down** approach might be particularly interesting for corporations in which communications are decentralized. If every department has its own communications group, it might be more challenging to establish a new method for designing communications initiatives and clarify related questions. Here, questions of ethicality could more easily be addressed in **existing review processes** for digital services and platforms.

> » Every platform goes through a very extensive review process at our company. Only when approval is given by these bodies [work council, security, legal department] can it go live. In a process like this, I think it would be noticed if there were things that weren't quite ethically correct. «

LESSONS LEARNED

SOMETHING TO KEEP AN EYE ON

Digital nudging is a recent development, especially in corporate communications. The aim of this research project was to explore the potential of this technology trend for corporate communications. Most of the interviewees had little prior knowledge about or experience with digital nudging, which means some of the insights are based on what communication professionals could imagine. Here are the key lessons derived from these insights.

LESSON 1

Our study suggests that communication professionals see digital nudging as an interesting and promising method to increase the effectiveness of communication activities.

LESSON 2

Its applicability depends on whether the organization uses digital platforms that allow for customization, if there is leeway regarding corporate design, and whether ethical concerns can be sufficiently addressed.

LESSON 3

As communication professionals often advise other stakeholders on effective communication, learning about digital nudging could be useful even if the method can't be applied by communication professionals directly.

Based on these insights, we recommend communication professionals to include digital nudging in learning and development programs for themselves or their team. Although there's no need to stress about digital nudging, it's a valuable investment for more effective digital communication in the future.

READING RECOMMENDATIONS
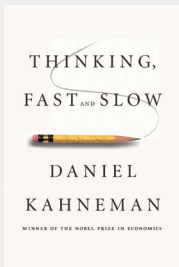
Daniel Kahneman: Thinking, Fast and Slow (2011)
This best-selling book by Nobel laureate Daniel Kahneman explains the functioning of the human mind based on psychological research. He describes two modes of thinking: System 1, which operates automatically, quickly, and with little effort; and System 2, which performs strenuous mental activities, and is both slow and deliberate. He explains when and how these systems influence our thinking and provides an overview of the psychological mechanisms forming the basis of nudging.
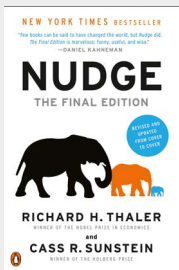
Richard H. Thaler & Cass R. Sunstein: Nudge: The Final Edition (2021)
A revised and updated version of the original publication and bestseller "Nudge" by economist Richard H. Thaler and legal scholar Cass Sunstein. The authors introduce the concept of nudging with updated examples and references and discuss the concept of Homo oeconomicus – why people sometimes take irrational decisions, and how nudging can help them to make better decisions.

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ACADEMIC SOCIETY FOR MANAGEMENT & COMMUNICATION

The Academic Society for Management & Communication is a non-profit think tank for corporate communications. Through collaborative research and knowledge sharing, it aims to actively shape the future of corporate communications. The initiative was founded in 2010, and is currently supported by six professors, four universities, and approximately 40 corporate partners.

The Academic Society initiates practical, forward-looking research projects. These extensive, multi-disciplinary studies are designed to support the ongoing professionalization of corporate communications. In recent years, more than 20 research projects have been carried out in areas such as value creation, agility, digitalization, and automated communication.
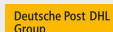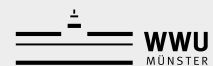
Since 2020, the Communications Trend Radar, an annual research project, has identified trends that impact corporate communications. The aim is to help communication leaders to identify emerging challenges and opportunities early on and set the right course.

The project "Digital Nudging" is one of the in-depth projects of the research series Communications Trend Radars.

The Academic Society is part of the Günter Thiele Foundation for Communication & Management dedicated to advancing science and knowledge transfer in the field of communications.

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