

EXHIBIT A

August 2021

RAVI DHAR

Yale School of Management
165 Whitney Avenue
Yale University
New Haven, CT 06520
(203) 432-5947

Employment

George Rogers Clark Professor of Management	2005 - Present
Professor of Psychology (<i>joint appointment</i>)	2003 – Present
Director, Yale Center for Customer Insights	2004 – Present
Professor of Marketing,	2000 – Present
Associate Professor of Marketing,	1997 - 2000
Assistant Professor of Marketing	1992 - 1997
Yale School of Management	

Other Appointments

Visiting Faculty, HEC Paris	Summer 1996
Visiting Associate Professor, Stanford University	Spring 1998
Visiting Professor, Erasmus University	Summer 2000, 2001
Visiting Professor, New York University	Spring 2005, Spring 2010

Education

Haas School of Business, UC Berkeley	1988-1992
Ph. D. (Business Administration)	1992
M.S. (Business Administration)	1990
Indian Institute of Management	1987
M.B.A.	
Indian Institute of Technology	1985
B.Technology	

Academic Honors and Fellowships

Distinguished Alumnus Award, Indian Institute of Management, 2013
Distinguished Scientific Contribution Award, SCP, 2012
Yale SOM Alumni Association Teaching Award, 2012
Finalist O'Dell Award 2012
Finalist, O'Dell Award, 2008
Winner, O'Dell Award 2005
Finalist, O'Dell Award, 2004
Finalist, Paul Green Award, 2004
AMA Consortium Faculty Fellow, 2003- 2009, 2010, 2012, 2013
INFORMS Doctoral Consortium Faculty – Multiple Years

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ACR Doctoral Consortium Faculty – Multiple Years
John A. Howard Doctoral Dissertation Award (Honorable Mention), 1993
AMA Doctoral Consortium Fellow, 1991

Research Interests

Consumer Behavior	Marketing Strategy
Judgment and Decision Making	Branding
E-Commerce	Behavioral Finance

Teaching Interests

Marketing Management	Consumer Behavior
Marketing Strategy	Behavioral Decision Theory
Financial Services	E-Commerce Marketing

Professional Affiliation (Member)

American Marketing Association
Association for Consumer Research
Society of Judgment and Decision Making

Professional Activities

Editorial Board, *Journal of Consumer Research*, 1997 – Present, Past Associate Editor
Journal of Consumer Psychology, 1997 – 2002, 2005 - Present
Journal of Marketing Research, 2001 – Present, Associate Editor
Journal of Marketing, 2005 - Present
Marketing Letters, 2000 - Present
Marketing Science, 2002- 2011, Past Area Editor

Occasional Reviewer, *Marketing, Management, Psychology Journals, NSF, etc.*

Publications in Journals

Approximate Number of Citations in Google Scholar: 19,000+

1. “In the Face of Self-threat: Why Ambivalence Heightens People's Willingness to Act,” (with Taly Reich and Alex Fulmer), *Organizational Behavior and Human Decision Processes*, 2022.
2. “Attractive and Confident: How Boosting Self-perceived Attractiveness Reduces the Context Effects of All-average, Default, and Compromise options,” (with Zixi Jiang, Jing Xu, and Margaret Gorlin), *Journal of*

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Marketing Research, 2021.

3. The Curse of the Original: How and When Heritage Branding Reduces Consumer Evaluations of Enhanced Products (with Minju Han, George Newman, Rosanna Smith), *Journal of Consumer Research*, 2021.
4. When does Altruism Trump Self-Interest? The Moderating Role of Affect in Extrinsic Incentives (with Uzma Khan and Kelly Goldsmith), *Journal of the Association for Consumer Research*, 2020.
5. “The Uncertain Self: How Self-Concept Structure Affects Subscription Choice,” (with Jennifer Savary), *Journal of Consumer Research*, 2020.
6. By-Brand or By-Category? The Effect of Display Format on Brand Extension Evaluation" (with Xiaoying Zheng and Ernest Baskin), *Journal of Retailing*, 2019.
7. “You Don’t Blow Your Diet on Twinkies: Choice Processes When Choice Options Conflict with Incidental Goals,” (with K. Goldsmith and EMS Friedman), *Journal of the Association for Consumer Research*, 2019.
8. “Apples, Oranges and Erasers: The Effect of Considering Similar versus Dissimilar Alternatives on Purchase Decisions,” (with Liz Friedman and Jennifer Savary), *Journal of Consumer Research*, 2018.
9. “Seeing Stars: How the Binary Bias Distorts the Interpretation of Customer Ratings,” (w Matt Fisher and George Newman), *Journal of Consumer Research*, 2018.
10. “Effect of Intelligence on Consumers’ Responsiveness to a Pro-Environmental Tax: Evidence from Large-Scale Data on Car Acquisitions of Male Consumers,” (w Jaakko Aspara and Xueming Luo), *Journal of Consumer Psychology*, 2017.
11. “Proximity of Snacks to Beverages Increases Food Consumption in the Workplace: A Field Study,” (w E. Baskin, M. Gorlin, Z. Chance, N. Novemsky, K Huskey, M. Hatzis), *Appetite*, 2016.
12. “Mental Representation Changes the Evaluation of Green Product Benefits,” (with Kelly Goldsmith and George Newman), *Nature Climate Change*, 2016.
13. “Closer to the Creator: Temporal Contagion Explains The Preference for Earlier Serial Numbers (with R. Smith and G. Newman), *Journal of Consumer Research*, 2016.
14. “Sophisticated by Design: the Nonconscious Influences of Primed Concepts and Atmospheric Variables on Consumer Preferences,” (with T. Andrew Poehlman and John A. Bargh), *Customer Needs and Solutions*, 2015.
15. “Positive Consequences Of Conflict On Decision Making,” (with J. Savary, T. Kleiman, and R. Hassin), *Journal of Experimental Psychology: General*, 2015.

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16. “The Technological Conundrum: How Rapidly Advancing Technology Can Lead To Commoditization,” (with T. Chan and W. Putsis), *Customer Needs and Solutions*, 2015.
17. “When Going Green Backfires: How firm Intentions Shape the Evaluation of Socially Beneficial Product Enhancements,” (with G. Newman and M. Gorlin), *Journal of Consumer Research*, 2014.
18. Why Choosing Healthy Foods Is Hard, and How to Help: Presenting 4P’s Framework for Behavior Change,” (with Z. Chance and M. Gorlin), *Customer Needs and Solutions*, 2014.
19. “Giving Against the Odds: When Tempting Alternatives Increase Willingness to Donate,” (with J. Savary and K. Goldsmith), *Journal of Marketing Research*, 2014.
20. Authenticity is Contagious: Brand Essence and the Original Source of Production,” (with George Newman), *Journal of Marketing Research*, 2014.
21. “A Dual System Framework to Understand Preference Construction Processes in Choice,” (with M. Gorlin), *Journal of Consumer Psychology*, 2013.
22. “Refining the dual-process theory of preference construction: A reply to Gawronski, Martin and Sloman, Stanovich, and Wegener and Chien,” (with M. Gorlin), *Journal of Consumer Psychology*, 2013.
23. Negativity Bias and Task Motivation: Testing the Effectiveness of Positively Versus Negatively Framed Incentives, (with K. Goldsmith), *Journal of Experimental Psychology: Applied*, 2013.
24. Representation and Perceived Similarity: How Abstract Mindset Aids Choice from Large Assortments,” (with J. Xu and Z. Jiang), *Journal of Marketing Research*, 2013.
25. “Comparing Apples to Apples or Apples to Oranges: The Role of Mental Representation in Choice Difficulty,” (with U. Khan and E. Kim), *Journal of Marketing Research*, 2013.
26. “Adding small differences can increase similarity and choice,” (with J. Kim and N. Novemsky), *Psychological Science*, 2013.
27. When Guilt Begets Pleasure: The Positive Effect of a Negative Emotion,” (with K. Goldsmith and E. Kim), *Journal of Marketing Research*, 2012.
28. Bridging the Gap Between Joint and Individual Decisions: Deconstructing Preferences in Relationships,” (with M. Gorlin), *Journal of Consumer Psychology*, 2012.

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29. The Importance of the Context in Brand Extension: How Pictures and Comparisons Shift Consumers' Focus from Fit to Quality," (with T. Meyvis and K. Goldsmith), *Journal of Marketing Research*, 2012.
30. "Self-Signaling and the Costs and Benefits of Temptation in Consumer Choice," (with K. Wertenbroch), *Journal of Marketing Research*, 2012.
31. "Price Framing Effects on Purchase of Hedonic and Utilitarian Bundles," (with U. Khan), *Journal of Marketing Research*, 2010.
32. "Making Products Feel Special: When Metacognitive Difficulty Enhances Evaluation," (with A. Pocheptsova and A. Labroo), *Journal of Marketing Research*, 2010.
33. "Modeling the Under Reporting Bias in Panel Survey Data," (with Sha Yang and Yi Zhao) *Marketing Science*, 2010.
34. " The Effect of Decision Order on Purchase Quantity Decisions," (with I. Simonson and S. M. Nowlis), *Journal of Marketing Research*, 2010.
35. Tradeoffs and Depletion in Choice," (with N. Novemsky, J. Wang, R. Baumeister), *Journal of Marketing Research*, 2010.
36. Opportunity Cost Neglect" (with S. Frederick, N. Novemsky, J. Wang, and S. Nowlis), *Journal of Consumer Research*, 2009.
37. "Anticipating Adaptation to Products" (with J. Wang and N. Novemsky), *Journal of Consumer Research*, 2009.
38. Deciding Without Resources: Psychological Depletion and Choice in Context," (with O. Amir, A. Pocheptstova, and R. Baumeister), *Journal of Marketing Research*, 2009.
39. Customization Procedures and Customer Preferences," (with A. Valenzuela and F. Zettelmeyer), *Journal of Marketing Research*, 2009.
40. "Beyond Rationality: The Content of Preferences," (with N. Novemsky), *Journal of Consumer Psychology*, 2008.
41. "Of Frog Wines and Frowning Watches: Semantic Priming of Perceptual Features and Brand Evaluation," (with A. Labroo and N. Schwarz), *Journal of Consumer Research*, 2008.
42. "When Thinking Beats Doing: The Role of Optimistic Expectations in Goal-Based Choice," (with A. Fishbach and Y. Zhang), 2007, *Journal of Consumer Research*.
43. "Seeing The Forest Or The Trees: Implications of Construal Level Theory for Consumer Choice," (with E. Kim), *Journal of Consumer Psychology*, 2007

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44. "Where There Is a Way, Is There a Will? The Effect of Future Choices on Self-Control" (with U. Khan), *Journal of Experimental Psychology: General*, 2007
45. "Preference Fluency in Choice," (with N. Novemsky, N. Schwarz, and I. Simonson), 2007, *Journal of Marketing Research*.
46. "The Shopping Momentum Effect," (with J. Huber and U. Khan), 2007, *Journal of Marketing Research*.
47. "Institutional Perspectives in Real Estate Investing," (with W. Goetzmann), 2006, *Journal of Portfolio Management*.
48. "Are Rheumatologists' Treatment Decisions Influenced by Patients Age?," (with L. Fraenkel and N. Rabidou)," 2006, *Rheumatology*.
49. "Sub-goals as Substitutes or Complements: The Role of Goal Accessibility," (with A. Fishbach and Y. Zhang), 2006, *Journal of Personality & Social Psychology*.
50. "Up Close and Personal: A Cross Sectional Study of the Disposition Effect" (with N. Zhu), *Management Science*, 2006.
51. "Licensing Effect in Consumer Choice," (with U. Khan), *Journal of Marketing Research*, 2006.
52. "Goals as excuses or guides: The liberating effect of perceived goal progress on choice," (with A. Fishbach), *Journal of Consumer Research*, 2005.
53. "Goal Fulfillment and Goal Targets in Sequential Choice," (with N. Novemsky), *Journal of Consumer Research*, 2005.
54. "Towards extending the Compromise Effect to Complex Buying Contexts," (with Anil Menon and Bryan Maach), *Journal of Marketing Research*, 2004.
55. "To Buy or Not to Buy: Response Mode Effects on Consumer Choice," (with S. Nowlis), *Journal of Marketing Research*, 2004.
56. "Hedging Customers," (with R. Glazer), *Harvard Business Review*, 2003.
57. "The Effect of Forced Choice on Choice," (with I. Simonson), *Journal of Marketing Research*, 2003.
58. "Coping with Ambivalence: The Effect of removing a "fence sitting" option on Consumer Attitude and Preference Judgments (with B. Kahn and S. Nowlis), *Journal of Consumer Research*, 2002.
59. "Consumer Psychology: In Search of Identity," (with Z. Carmon, A. Drolet, S. Nowlis, and I. Simonson), *Annual Review of Psychology*, 2001.

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60. "An Empirical Analysis of the Determinants of Category Expenditure," (with W. Putsis), *Journal of Business Research*, 2001.
61. "Trying Hard or Hardly Trying: An Analysis of Context Effects in Choice" (with S. Nowlis and S. Sherman), *Journal of Consumer Psychology*, September 2000.
62. "Consumer Choice between Hedonic and Utilitarian Goods," (with K. Wertenbroch), *Journal of Marketing Research*, February 2000.
63. "Assessing the Competitive Interaction Between Private Labels and National Brands," (with R. Cotterill and W. Putsis), *Journal of Business*, January 2000.
64. "Comparison Effects on Preference Construction," (with S. Nowlis and S. Sherman), *Journal of Consumer Research*, December 1999.
65. "The Effect of Time Pressure on Consumer Choice Deferral," (with S. Nowlis), *Journal of Consumer Research*, March, 1999.
66. "Making complementary choices in consumption episodes: Highlighting Versus Balancing," (with I. Simonson), *Journal of Marketing Research*, February, 1999.
67. "The Many Faces of Competition," (with W. Putsis), *Marketing Letters*, July, 1998.
68. "Consumer Preference for a No-Choice Option," *Journal of Consumer Research*, September, 1997.
69. "Context and Task Effects on Choice Deferral," *Marketing Letters*, January, 1997.
70. "The Effect of Decision Strategy on the Decision to Defer Choice," *Journal of Behavioral Decision Making*, December, 1996.
71. "The Effect of Common and Unique features in Consumer Choice," (with S. J. Sherman), *Journal of Consumer Research*, December, 1996.
72. "Similarity in Context: Cognitive Representation and the Violation of Preference Invariance in Consumer Choice," (with R. Glazer), *Organizational Behavior and Human Decision Processes*, September, 1996.
73. "The Effect of the focus of comparison on consumer preferences," (with I. Simonson), *Journal of Marketing Research*, November, 1992.

Publications in Book Chapters / Managerial Summary

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1. Introduction to the Special Issue: Goals and Motivation (with U. Khan and A. Fishbach), *Journal of the Association for Consumer Research*, 2019.
2. Nudging Healthy Choices with the 4 Ps Framework for Behavioral Change (w Zoe Chance, M. Hatzis, M. Bakker, and L. Ash), *Handbook of Marketing Analytics: Methods and Applications in Marketing Management, Public Policy, and Litigation Support*.
3. "How Google Optimized Office Snacks," (with Zoe Chance, Michelle Hatzis, and Michiel Bakker," *Harvard Business Review*, 2016.
4. "[Nudging Individuals Toward Healthier Food Choices with the 4Ps Framework for Behavior Change](#)," (with Chance, Zoë, Ravi Dhar, Michelle Hatzis, and Kim Huskey. in *Behavioral Economics and Public Health*, ed. C. Roberto and I. Kawachi. 2015.
5. "The Power of Customer's Mindset," (with Kelly Goldsmith and Jing Xu), *Sloan Management Review*, 2010.
6. "Giving Consumers License to Enjoy Luxury," (with U. Khan and S. Schmidt), *Sloan Management Review*, 2010.
7. "Brand Permission: A Conceptual and Managerial Framework," (with Tom Meyvis), In *Handbook on Brand and Experience Management*, Bernd H.Schmitt and David L. Rogers (Eds.), Elgar Publishing, Northampton, MA, 2008.
8. "Dynamics of goal-based choice," (with A. Fishbach), In *Handbook of Consumer Psychology*, (eds. C. P. Haugtvedt, P.M. Herr & F. R. Kardes), Erlbaum Press, 2007.
9. "A Behavioral Decision Theoretic Perspective on Hedonic and Utilitarian Choice,"(with U. Khan and K. Wertenbroch) in *Inside Consumption: frontiers of Research on Consumer Motives, Goals, and Desires*, (eds. S. Ratneshwar and David Glen Mick), London: Routledge, 2005.
10. "Customer Relations Online," in *Wiley Next Generation of Business Thinkers*, (ed. Subir Chowdhury), 2004.
11. "Defining Customers' Needs and Values for Marketing Success," in *Inside the Minds: Textbook Marketing*, Aspatore Press, 2003.
12. "The Online Store," (with D. R. Wittink), in *Managing Customer Relationships* (eds. Martha Rogers and Don Peppers), Wiley, 2003.
13. "Choice Deferral," in *The Elgar Companion to Consumer Research and Economic Psychology* (eds. P. Earl and S. Kemp), 1999.

Select Working Papers / Papers Under Review

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1. "Ironic Effects of Goal Activation on Choice," (with K. Goldsmith), under first review.
2. "The Effect of Goal Breadth on Consumer Preferences," (with E. Kim), under first review.
3. "Can Investors Multiply and Divide: Investors' response to Stock Splits," (with N. Zhu and Dan Ariely).
4. "Category Expenditure and Promotion: Can Private Labels Expand the Pie," (with W. Putsis), Working Paper.
5. "Mindset over Matter: The Interplay between Goals and Preferences," (with A. Pochepstova), Working Paper.

Conference Proceedings Publications

1. Constructing preferences: The role of comparisons in consumer judgment and choice," (with S. Zhang) *Proceedings of the Association for Consumer Research*, University of Chicago Press (1999).
2. "Sequential Choices and Uncertain Preferences," *Proceedings of the Association for Consumer Research*, University of Chicago Press (1997).
3. "Causes and Effects of Reference Effects in Choice," *Proceedings of the Association for Consumer Research*, University of Chicago Press (1997).
4. "New Directions in Mental Accounting," *Proceedings of the Association for Consumer Research*, University of Chicago Press (1995).
5. "Decision Difficulty and Uncertain Preferences: Implications for Consumer Choice," *Proceedings of the Association for Consumer Research*, University of Chicago Press (1994).
6. "Behavioral Decision Research: Theory and Applications," *Proceedings of the Association for Consumer Research*, University of Chicago Press (1993).
7. "To Choose Or Not To Choose: This is the Question," *Proceedings of the Association for Consumer Research*, University of Chicago Press (1992).

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Invited and Conference Presentations

Invited Academic Presentations (* denotes multiple presentations)

Boston College
Carnegie-Mellon University
Chinese University, Hong Kong
*Columbia University**
*Cornell University**
*Duke University**
Harvard University
Hong Kong University of Science and Technology
*IIPM**
*INSEAD**
Indiana University
Korea University
*London Business School**
*MIT**
National University of Singapore
*New York University**
*Northwestern University**
Ohio State University
Pennsylvania State University
*Stanford University**
Texas A&M University
Tilburg University
Tulane University
University of Alberta
University of British Columbia (planned)
*University of California, Berkeley**
*University of California, Los Angeles**
University of California, San Diego
*University of Chicago**
University of Delaware
University of Colorado
University of Florida
University of Houston
*University of Illinois, Urbana-Champaign**
University of Miami
University of Maryland
University of Massachusetts, Amherst
*University of Michigan**
*University of North Carolina**
*University of Peking**
*University of Pennsylvania**
*University of Rotterdam**
University of Texas, Austin

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University of Utah
*University of Toronto**
University of Vienna
*Washington University, St. Louis**

Conference Presentations (Over 200 presentations at conferences, consortiums, keynotes, symposiums, workshops, etc.) Recent presentations include:

Keynote Addresses to Practitioners, Various Events
Choice Symposium
CEO Roundtables, New York and New Haven
CMO Roundtables, Various Organizations
ACR
Informs
Judgment and Decision Making
Behavioral Decision Research in Management
Society of Consumer Psychology