

C. Miguel Brendl

Curriculum Vitae

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KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY
2001 SHERIDAN ROAD, EVANSTON, IL 60208, USA

+1.847.491.4527 (phone direct) - +1.847.491.2498 (fax)

E-mail: m-brendl@kellogg.northwestern.edu

Education

<i>Ph.D.</i>	Psychology, Columbia University, 1995
<i>M. Phil.</i>	Psychology, Columbia University, 1994
<i>M.A.</i>	Psychology, Columbia University, 1992
<i>"Diplom" (M.A.)</i>	Psychology, University of Mannheim, Germany, 1990
<i>"Vordiplom" exams</i> (two B.A.'s)	Business Administration, University of Mannheim, 1988 Psychology, University of Mannheim, 1987

Academic Appointments

2007 -	<i>Associate Professor of Marketing with tenure</i> , Kellogg School of Management, Northwestern University <i>Associate Professor of Psychology</i> (courtesy joint appointment), Northwestern University Faculty Member on the <i>Cognitive Science Program</i> of Northwestern University
2005- 2007	<i>Associate Professor of Marketing with tenure</i> , INSEAD, Fontainebleau
1999-2005	<i>Assistant Professor of Marketing</i> , INSEAD, Fontainebleau
1998-1999	<i>Assistant Professor of Psychology</i> ("C1"), University of Heidelberg
1995-1998	<i>Assistant Professor of Psychology</i> ("C1"), University of Konstanz

Publications

- Malaviya, Prashant and C. Miguel Brendl (in press), " Do Hedonic Motives Moderate Regulatory Focus Motives? Evidence from the Framing of Persuasive Messages," *Journal of Personality and Social Psychology*.
- Bonezzi Andrea, C. Miguel Brendl, and Matteo De Angelis (2011)", Stuck in the Middle: The Psychophysics of Goal Pursuit," *Psychological Science*, 22 (May), 607-612.
- Dai, Xianchi, C. Miguel Brendl, and Dan Ariely (2010),"Wanting, Liking, and Preference Construction," *Emotion*, 20 (June), 324-334.
- Markman, Arthur B., C. Miguel Brendl, and Kyungil Kim (2009), "From Goal-Activation to Action: How Does Preference and Use of Knowledge Intervene?", in *The Psychology of Action, Volume 2: Mechanisms of Human Action*, ed. Ezequiel Morsella, John A. Bargh, and Peter M. Gollwitzer, Oxford University Press, 328-349.

- Dai, Xianchi, Klaus Wertenbroch, and C. Miguel Brendl (2008), "The Value Heuristic in Judgments of Relative Frequency," *Psychological Science*, 19 (January), 18-19. (Winner, 2007 de Finetti Award, *European Association for Decision Making*; finalist, 2007 *INFORMS Decision Analysis Society Student Paper Award*)
- Markman, Arthur B., C. Miguel Brendl, and Kyungil Kim, (2007), "Preference and the Specificity of Goals," *Emotion*, 7 (August), 680-684.
- Brendl, C. Miguel, Amitava Chattopadhyay, Brett W. Pelham, and Mauricio Carvallo (2005), "Name Letter Branding: Valence Transfers when Product Specific Needs are Active," *Journal of Consumer Research*, 32 (December), 405-415.
- Markman, Arthur B. and C. Miguel Brendl (2005), "Goals, Policies, Preferences, and Actions," in *Applying Social Cognition to Consumer-Focused Strategy*, ed. Frank R. Kardes, Paul M. Herr, & Jacques Nantel, Mahwah, NJ: Lawrence Erlbaum Associates, 183-200.
- Brendl, C. Miguel, Arthur B. Markman, and Claude Messner (2005), "Indirectly Measuring Evaluations of Several Attitude Objects in Relation to a Neutral Reference Point," *Journal of Experimental Social Psychology*, 41 (June), 346-368.
- Markman, Arthur B. and C. Miguel Brendl (2005), "Constraining Theories of Embodied Cognition," *Psychological Science*, 16 (January), 6-10.
- Brendl, C. Miguel, Arthur B. Markman, and Claude Messner (2003), "The Devaluation Effect: Activating a Need Devalues Unrelated Choice Options," *Journal of Consumer Research*, 29(March), 463-473. (won in 2006 the *Journal of Consumer Research* Best Article of the Year 2003 award)
- Brendl, C. Miguel (2001), "Goals and the Compatibility Principle in Attitudes, Judgment, and Choice," in *Cognitive Social Psychology: The Princeton Symposium on the Legacy and Future of Social Cognition*, ed. Gordon B. Moskowitz, Mahwah, NJ: Lawrence Erlbaum Associates, 317-332.
- Brendl, C. Miguel, Arthur B. Markman, and Claude Messner (2001), "How do Indirect Measures of Evaluation Work? Evaluating the Inference of Prejudice in the Implicit Association Test," *Journal of Personality and Social Psychology*, 81(November), 760-773. (Lead article)
- Brendl, C. Miguel (2000), "Subjective Experience in the Effect of Sample Size on Likelihood Judgments," in *The Message Within: The Role of Subjective Experience in Social Cognition and Behavior*, ed. Herbert Bless and Joseph P. Forgas, Philadelphia: Psychology Press, 69-87.
- Markman, Arthur B. and C. Miguel Brendl (2000), "The Influence of Goals on Value and Choice," *The Psychology of Learning and Motivation*, 39, 97-128.
- Brendl, C. Miguel, Arthur B. Markman, and E. Tory Higgins (1998), "Mentale Kontoführung als Selbst-Regulation. Repräsentativität für zielgeleitete Kategorien [Mental Accounting as Self-regulation. Representativeness to Goal-Derived Categories]," *Zeitschrift für Sozialpsychologie. Sonderheft Konsumentenpsychologie*, 29, 89-104. (Lead article)
Translated into French in *Recherche et Applications en Marketing*, 2000, 15(1), 81-96.
- Brendl, C. Miguel and E. Tory Higgins (1996), "Principles of Judging Valence: What Makes

- Events Positive or Negative," *Advances in Experimental Social Psychology*, 28, 95-160.
- Brendl, C. Miguel, E. Tory Higgins, and Kristi M. Lemm (1995), "Sensitivity to Varying Gains and Losses: The Role of Self-Discrepancies and Event Framing," *Journal of Personality and Social Psychology*, 69 (June), 1028-1051. (Won German Psychological Society's dissertation award)
- Higgins, E. Tory and C. Miguel Brendl (1995), "Accessibility and Applicability: Some 'Activation Rules' Influencing Judgment," *Journal of Experimental Social Psychology*, 31(May), 218-243.

Honors and Awards

- Outstanding reviewer award, *Journal of Consumer Research*, 2010
- Elected Fellow of the Society of Experimental Social Psychology (SESP), 2009
- Journal of Consumer Research Best Article Award*, 2006 (for best article published during 2003)
- Outstanding reviewer award, *Journal of Consumer Research*, 2005
- Research Fellow of the *Alexander von Humboldt Foundation*
- "Heinz Heckhausen Young Scientist" dissertation award by the *German Psychological Society*, 1996
- Funded through *Faculty Fellowship* at *Columbia University*, 1990-1995

Research Interests

- Goals in evaluation and choice
- Automatic processes in evaluation and choice

Teaching Experience

At the Kellogg School of Management

Executive education: executive MBA elective "Consumer Insight and Marketing Strategy" (with Gregory Carpenter), also taught in non-degree programs.

MBA courses: MBA elective in consumer behavior

PhD courses: Psychological Theory in Consumer Behavior

At INSEAD

Executive education: Advertising and Sales Promotions (4-hour module), Brand Turnaround (4-hour module), faculty consultant for developing a marketing plan during a simulation

MBA courses: core course marketing (co-taught), elective in consumer behavior

PhD courses: introduction to social psychology, introduction to cognitive psychology, experimental design (co-taught)

Published teaching materials: coauthored case series with teaching note "Lay's potato chips in Hungary" (distributed through www.ecch.com, the European Case Clearing House)

As Assistant Professor of Psychology (University of Konstanz, University of Heidelberg)

"Affect and Cognition", "Attitudes and Persuasion", "Consumer Psychology", "Decision Making",

"Evaluation of Social Stimuli: Attitudes, Prejudice, and Subjective Utility", Experimental Laboratory Class, "Introduction to Social Psychology", "Judgment and Decision Making", "Motivation and Action", "Social Information Processing: The Self, other People, and Groups", "Stereotypes, Prejudice, and Discrimination", "The Construction of Preferences: Unconscious and heuristic processes", "The Psychology of Valence: Positive-Negative Asymmetries", "What if ...? The Social Psychology of Counterfactual Thinking"

As Teaching Assistant (Columbia University, University of Mannheim)

"Human Experimental Psychology", "Introduction to Psychology", "Introduction to Social Psychology", "Psychological Science", "Psychometric Test Theory"

Editorial Review Boards

Journal of Consumer Psychology (since 2004)

Journal of Consumer Research (since 2003)

Ad Hoc Reviewer

Marketing and applied psychology

Applied Psychology: An International Review, Association for Consumer Research annual conferences, Journal of Applied Social Psychology, Journal of Consumer Research, Journal of Consumer Psychology, International Journal of Research in Marketing, Journal of Marketing Research, Marketing Science, Marketing Science Institute Dissertation Competition, Organizational Behavior and Human Decision Processes

Basic psychology

British Journal of Social Psychology, Cognition and Emotion, Cognitive Science, Emotion, European Journal of Social Psychology, Experimental Psychology, Journal of Experimental Social Psychology, Journal of Personality and Social Psychology, Lawrence Erlbaum Associates books, Personality and Social Psychology Bulletin, Personality and Social Psychology Review, Psychological Science, Psychologische Rundschau, Psychonomic Bulletin and Review, Social Cognition, Zeitschrift für Sozialpsychologie, Zeitschrift für Psychologie

Expert consultant or reviewer for grant giving agencies

Research Directorate of the European Commission, Research Grants Council of Hong Kong

Service

Kellogg School of Management committee for instantiating an undergraduate certificate degree program, 2011-2012

Coordinator for the behavioral marketing PhD program and member of the school doctoral committee, Kellogg School of Management, Northwestern University, 2008 - 2010

INSEAD Social Science Research Center:

-founding director, 1999 – 2002

-executive committee member, 2002-2004

-director, 2004 - 2007

INSEAD marketing department PhD committee 1999 - 2007

International Liaison of the Society for Consumer Psychology, March 2002 - 2007

Association for Consumer Research North America Conferences

Program Committee Member in 2004, 2007, 2009, 2013

Associate editor in 2007, 2013

Program Committee Chair, XI. Meeting of the German Society of Social Psychology, Konstanz, 1997

Thesis Advisor^A or Theses Committee Member^C

Petra Nägele (Diplom, Konstanz, 1997)^A, Joachim Vosgerau (Diplom, Konstanz, 1999)^A, Myriam Bell (Diplom, Konstanz, 1998)^A, Claude Messner (Diplom, Konstanz, 1998)^A, Monika Heller (Diplom, Konstanz, 2003)^A, Anne-Laure Sellier (PhD, INSEAD, 2003)^A, Vincent Ikechukwu Onyemah (PhD, INSEAD, 2003)^C, Maria Galli (PhD, INSEAD, 2004)^A, Joachim Vosgerau (PhD, INSEAD, 2005)^C, Mauricio Mittelman (PhD, INSEAD, 2007)^A, Ioanna Tziri (PhD, INSEAD, 2008)^C, Haakon Brown (PhD, Kellogg School of Management, 2009)^C, Mathew Isaac (PhD, Kellogg School of Management, 2011)^C, Andrea Bonezzi (PhD, Kellogg School of Management, 2012)^A

Professional Societies

Association for Consumer Research (ACR), American Psychological Association (APA), American Psychological Association (APS), European Association of Social Psychology (EASP), Society for Consumer Psychology (SCP), Society for Personality and Social Psychology (SPSP), Society of Experimental Social Psychology (SESP)

Invited Conference Presentations

- Brendl, C. Miguel (1997), "Sensitivity to Varying Gains and Losses: The Role of Self-Discrepancies and Event Framing" (translated from German), Young Scientist Award address at *the 40th Congress of the German Psychological Society in Munich 1996* published in *Bericht über den 40. Kongreß der Deutschen Gesellschaft für Psychologie in München 1996*, ed. Heinz Mandl, Göttingen: Hogrefe, 95-101.
- Brendl, C. Miguel (1998), "Goal-Compatibility," conference *Future Directions in Social Cognition*, Princeton University, Princeton, New Jersey.
- Brendl, C. Miguel (2002), "Indirect Measures of Evaluation Correlate with Explicit Ratings, if they are Sensitive to Single Items", *Second Workshop for Implicit Diagnostics*, Berlin (sponsored by the German Science Foundation).
- Brendl, C. Miguel (2003), "Uncontrollable Evaluations and Choice," *New York University Marketing Camp*, New York, NY.
- Brendl, C. Miguel (2005), "Revealing the Structure and Process of Goals through Preferences,"

Meeting of the International Social Cognition Network, Würzburg.

Presentations at Research Seminars

Princeton University^P (1995), University of Heidelberg^P (1995), University of Maryland at College Park^P (1996), Institute for Opinion Research Allensbach, Germany (1998), McGill University^B (1998), Northwestern University^B (1998), University of California at Berkeley^B (1998), University of Colorado at Boulder^B (1998), University of British Columbia^B (1998), University of Chicago^B (1998), University of Jena, Germany^P (1998), University of Toronto^B (1998), University of Mannheim^B (1999), University of Chicago^B (2000), University of Basel, Switzerland^P (2001), University of Florida, Gainesville^B (2001), SUNY at Buffalo^P (2002), London Business School (2002)^B, University of Toronto (2003)^B, University of Colorado at Boulder (2003)^B, University of Paris X – Nanterre (2004)^P, Erasmus University – Rotterdam (2004)^B, Tilburg University (2005)^B, Carnegie Mellon University (2006)^B, University of Michigan (2006)^B, Northwestern University (2007)^B, University of Toronto (2007)^B, Columbia University in the City of New York (2007)^B, University of Jena^P (2007), University of Cologne^P (2007), University of Chicago (2007)^B, University of Trier^P (2007), University of Illinois at Urbana Champaign^P (2008), Free University of Berlin (2008)^B, Humboldt University Berlin (2008)^B, University of Cologne (2009)^B, Yale University (2009)^B, University of British Columbia (2010)^B, Northwestern University (2012)^P

B = business school; P = psychology department

Discussant

Connectionism Workshop of the German Science Foundation (1997, January), Ebrach, Germany.

Special session "Judgment Correction: Antecedents, Consequences, and Explanations," *Annual Conference of the Association for Consumer Research* (2000, October) in Salt Lake City, UT.

Special session "The Influence of Self-Regulatory Goals on Information Processing, Affective Responses, and Counterfactual Thinking," *Annual Conference of the Association for Consumer Research* (2002, October) in Atlanta, GA.

Special session "The Application of Goal Systems Theory to Consumer Behavior," *Annual Conference of the Association for Consumer Research* (2004, October) in Portland, OR.

Special session "The Role of Goal-Related Associations in Judgment and Behaviour," *Annual Conference of the Association for Consumer Research* (2004, October) in Portland, OR.

Invited to the panel for the *Association for Consumer Research Preconference* (2006, October), "Exploring how neuroscience can inform consumer research" (organized by Carolyn Yoon and James Bettman)

Working paper expert guide during the *Association for Consumer Research 2007*, Memphis, TN.

Discussion panel member of the *Association for Consumer Research 2007* "Epistemic Session: Rigor in Information Processing Research", Memphis, TN.

Conference Papers

- Brendl, C. Miguel (1995, September), "How Positive or Negative is an Event? Effects of Goals, Representativeness, and Category Accessibility," *Annual Meeting of the Person Memory Interest Group*, Front Royal, Virginia.
- Brendl, C. M. and E. Tory Higgins (1995), "Heuristic Decision Making: Representativeness of Means to Ends," *Proceedings and Abstracts of the Annual Meeting of the Eastern Psychological Association*, Vol. 66. Boston, MA.
- Brendl, C. M., E. Tory Higgins, and Arthur B. Markman (1995, September), "The Representativeness Heuristic and Loss-Aversion in Gambling Decisions," poster, *Joint Meeting of the European Association of Experimental Social Psychology and the Society of Experimental Social Psychology*, Washington, DC
- Brendl, C. Miguel (1996, October), "Valence: Information Processing of Positivity and Negativity," poster, *Meeting of the Society of Experimental Social Psychology*, Old Sturbridge Village, MA.
- Brendl, C. Miguel, E. Tory Higgins, and Arthur B. Markman (1996, July), "How Representativeness and Goals Influence Valence in Decision Making," *Eleventh General Meeting of the European Association of Experimental Social Psychology*, Gmunden, Austria.
- Brendl, C. Miguel, E. Tory Higgins, and Arthur B. Markman (1996, September), "The Influence of the Representativeness Heuristic on Decisions: Valence as Intervening Variable," (translation from German), *40th Congress of the German Psychological Society*, Munich, Germany.
- Brendl, C. Miguel (1997, January), "Dynamic Systems: A Computer Simulation with Implications for Psychology," (translation from German), *Connectionism Workshop of the German Science Foundation*, Ebrach, Germany.
- Brendl, C. Miguel (1997, June), "Implicitly Measuring Approach-Avoidance Motivation and Attitudes? Speed of Armextension and Armflexion," (translation from German), *XI. Meeting of the Society of Social Psychology within the German Psychological Society*, Konstanz, Germany.
- Brendl, C. Miguel (1997, November), "Approach vs. Avoidance Behavior and the Direction of Arm Movements," (translation from German), poster, *German Science Foundation's Social Cognition Meeting* in Haßfurt, Germany.
- Brendl, C. Miguel, E. Tory Higgins, and Arthur B. Markman (1997, October), "Goals, Representativeness and Value in Choice," poster, *Meeting of the Society of Experimental Social Psychology*, Toronto, Canada.
- Brendl, C. Miguel and Curtis Hardin (1998, July), "Norm Theory: Ease of Mental Simulation Affects Judgments of Surprise," *Small Group Meeting of the European Association of Experimental Social Psychology on Subjective Experiences and Their Role in Information Processing*, Grasellenbach, Germany.
- Brendl, C. Miguel (1999, January), "Norm Theory: Ease of Mental Simulation Affects Judgments of Surprise," German Science Foundation work shop *Metacognition and Subjective*

Experience, Bamberg, Germany.

- Messner, Claude, C. Miguel Brendl, and Arthur B. Markman (2000, September), "Lieben Arachnophobiker Spinnen? Was leistet der IAT und was vermag er nicht zu leisten? [Do Spider Phobics Love Spiders? What the IAT Can and Cannot Achieve]," *Congress of the German Psychological Society in Jena*.
- Brendl, C. Miguel and Arthur B. Markman (2000, October), "Current Goals Predict Current Preferences for Future Events," *Annual Conference of the Association for Consumer Research* in Salt Lake City, UT.
- Markman, Arthur B., C. Miguel Brendl, and Claude Messner (2001), "Goal Activation, Goal Inhibition, and Preference," *Annual Meeting of the Psychonomic Society*, Orlando, FL.
- Irwin, Julie, Arthur B. Markman, and C. Miguel Brendl (2001, October), "No More Vices and Virtues. A Better Approach to Sin (Tonight and Next Week)," *Annual Conference of the Association for Consumer Research* in Austin, TX.
- Brendl, C. Miguel and Arthur B. Markman (2002, February), "The Devaluation Effect. Activating a Need Devalues Unrelated Choice Options," *Society for Consumer Psychology Winter Conference 2002* in Austin, TX.
- Brendl, C. Miguel, Arthur B. Markman, and Claude Messner (2002, October), "Implicit and Explicit Evaluations: A Declaration of Dependence" *Annual Conference of the Association for Consumer Research* in Atlanta, GA.
- Pelham, Brett W., Amitava Chattopadhyay, C. Miguel Brendl, and Evan T. Pritchard (2002, October), "Are Brands Containing Name Letters Preferred?" *Annual Conference of the Association for Consumer Research* in Atlanta, GA.
- Chattopadhyay, Amitava, Miguel Brendl, Brett Pelham, Mauricio Carvallo and Evan Pritchard (2003, May), "Are Brands Containing Name Letters Preferred?" *European Marketing Academy*, Glasgow, UK.
- Galli, M., Amitava Chattopadhyay, and C. Miguel Brendl (October 2003), "Is Deliberative Processing Necessary for Attitudinal Conditioning of a Brand?" *Annual Conference of the Association for Consumer Research*, Toronto, Canada.
- Brendl, C. Miguel, Amitava Chattopadhyay, Brett W. Pelham, Mauricio Carvallo (January 2004), "Name Letter Branding Affects Feeling Based Choices," *Annual Meeting of the Society of Personality and Social Psychology*, Austin, TX.
- Brendl, C. Miguel, Arthur B. Markman, and Claude Messner (June 2004), "Indirectly Measuring Evaluations of Several Attitude Objects in Relation to a Neutral Reference Point," *Small Group Meeting on Conscious and Unconscious Attitudes by the European Association of Experimental Social Psychology*, Madrid, Spain.
- Markman, Arthur B., C. Miguel Brendl, and Kyungil Kim (2004, October), "Goal Strength, Preference, and the Structure of Goals," *Annual Conference of the Association for Consumer Research*, Portland, OR.
- Sellier, Anne-Laure, C. Miguel Brendl, and Amitava Chattopadhyay (2004, October), "Explaining the Elusive Matching Effect in Attitude Change: Experiential Contrast," *Annual Conference of the Association for Consumer Research*, Portland, OR.

- Brendl, C. Miguel, Arthur B. Markman, and Kyungil Kim (2004, October), "Goal Structure and Preferences: On Devaluation and Narrow Valuation," *Annual Conference of the Society of Experimental Social Psychology*, Fort Worth, TX.
- Malaviya, Prashant, and C. Miguel Brendl (2005, October), "The Influence of Hedonic and Regulatory Focus Message Framing on Persuasion," *Annual Conference of the Association for Consumer Research*, San Antonio, TX.
- Dai, Xianchi, Klaus Wertenbroch, and C. Miguel Brendl (2006, November), "Desirability Bias in Frequency Estimation: Desirability Begets Scarcity," *Annual Conference of the Society for Judgment and Decision Making*, Houston, TX.
- Mittelman, Mauricio, C. Miguel Brendl, and Amitava Chattopadhyay (2007), "Repetition Aversion", *Society for Consumer Psychology Winter Conference*, Las Vegas, NV.
- Dai, Xianchi, Klaus Wertenbroch, and C. Miguel Brendl (2007, October), "The Value Heuristic," *Annual Conference of the Association for Consumer Research*, Memphis, TN.
- Dai, Xianchi, Klaus Wertenbroch, and C. Miguel Brendl (2008, April), "The Value Heuristic: When Value Induces Scarcity," *The 11th Behavioral Decision Research in Management Conference*, San Diego, CA.
- Brendl, C. Miguel and Prashant Malaviya (2008, June), "On the relation of valence and regulatory focus: Evidence for inhibition and dis-inhibition," *Meeting of the European Association of Experimental Social Psychology*, Opatija, Croatia.
- Isaac, Mathew and C. Miguel Brendl (2008, October). "Transfer of value from decision interruption," *Annual Conference of the Association for Consumer Research*, San Francisco, CA.
- Dai, Xianchi, Klaus Wertenbroch, and C. Miguel Brendl (2009, October), "Guilt as Motivation: Strategic Self-Management of Motivation in Consumer Self-Control, *Annual Conference of the Association for Consumer Research*, Pittsburgh, PA.
- Mittelman, Mauricio, Amitava Chattopadhyay, and Miguel Brendl (2010, June), "Variety for Nothing," *39th EMAC Conference*, Copenhagen, Denmark.
- Mittelman, Mauricio, Amitava Chattopadhyay, and Miguel Brendl (2010, October), "Variety for Nothing," *Annual Conference of the Association for Consumer Research*, Jacksonville, FL.
- Bonezzi, Andrea, C. Miguel Brendl, & Matteo de Angelis (2010, October), "Stuck in the Middle: The Psychophysics of Goal Pursuit," *Annual Conference of the Association for Consumer Research*, Jacksonville, FL.
- Malaviya, Prashant, & C. Miguel Brendl (2012, June), "Does Valence Moderate the Persuasion Effects of Regulatory Focus? Interaction of Hedonic Motives with Regulatory Focus," *Society for Consumer Psychology Conference*, Florence, Italy.
- Kim, Soo, & Brendl, C. Miguel (2012, October), "Two Paths from Boredom to Consumption," *Annual Conference of the Association for Consumer Research*, Vancouver, BC.
- Kim, Soo, & Brendl, C. Miguel (2013, March), "Two Paths from Boredom to Consumption," *Society for Consumer Psychology Annual Winter Conference*, San Antonio, TX.
- Brendl, C. Miguel, Vincent Nijs, Eva Walther, and Jana Moeller, "Emotional Counter-

Conditioning of Brand Attitudes”, *2013 Customer Insights Conference at Yale School of Management*, New Haven, CT.