

## **ERIC A. GREENLEAF**

Leonard N. Stern School of Business  
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### **EDUCATION**

Ph.D., Marketing - Columbia University Graduate School of Business, 1986

M.B.A., Columbia University Graduate School of Business, 1981

B.S., University of New Hampshire, 1977

Major in Town Planning and Design

### **ACADEMIC POSITIONS**

Associate Professor of Marketing, Leonard N. Stern School of Business, New York University, 1995 to present.

Visiting Scholar, Columbia Graduate School of Business, New York, Spring 2004.

Visiting Scholar, Haas School of Business, Berkeley, CA, Summer and Fall 2000.

Visiting Associate Professor of Marketing, Wharton School, University of Pennsylvania, Fall 1996.

Assistant Professor of Marketing, Leonard N. Stern School of Business, New York University, 1988 to 1995.

Visiting Assistant Professor of Marketing, Columbia University Graduate School of Business, 1992-93.

Assistant Professor of Marketing, Yale School of Organization and Management, 1985-88.

### **HONORS AND AWARDS**

B.S. degree granted Summa Cum Laude

Phi Beta Kappa Honor Society

Beta Gamma Sigma Honor Society

Winner of research grant in 1994 MSI Pricing Strategy Competition

Nominated for 1998 Paul E. Green Award for the *Journal of Marketing Research* article that shows or demonstrates the most potential to contribute significantly to the practice of marketing research and research in marketing.

### **RESEARCH INTERESTS**

Pricing Strategy

Auction Strategies and Auction Decision Making

Response and Context Effects in Survey Data

Delay in Consumer Decision Making

Consumer Helpseeking

Consumer Reactions to Aesthetic Phenomena

## TEACHING INTERESTS

Introductory Marketing Course (core graduate and undergraduate courses)

Marketing Research

Pricing (graduate course and doctoral seminar)

New Product Development

Context and Response Effects in Survey Research (doctoral seminar)

## RESEARCH

### Papers in refereed publications:

Greenleaf, Eric A. (2004), "Reserves, Regret, and Rejoicing in Open English Auctions," *Journal of Consumer Research*, 31 (2, Sept.), 264-273.

Greenleaf, Eric A., Jun Ma, Wanhua Qiu, Ambar G. Rao, Atanu R. Sinha "Note on Guarantees in Auctions: The Auction House as Negotiator and Managerial Decision Maker," (2002) *Management Science*, 48 (Dec.), 1640-44.

Chakravarti, Dipankar, Eric A. Greenleaf, Atanu R. Sinha, Amar Cheema, James C. Cox, Daniel Friedman, Teck H. Ho, R. Mark Isaac, Andrew A. Mitchell, Amnon Rapoport, Michael H. Rothkopf, Joydeep Srivastava, Rami Zwick (2002), "Auctions: Research Opportunities in Marketing," *Marketing Letters*, 13 (August), 281-96.

Sinha, Atanu R., and Eric A. Greenleaf (2000) "The Impact of Discrete Bidding and Bidder Aggressiveness on Sellers' Strategies in Open English Auctions: Reserves and Covert Shilling," *Marketing Science*, 19 (Summer), 244-65.

Morwitz, Vicki G., Eric A. Greenleaf, and Eric J. Johnson (1998) "Divide and Prosper: Consumers' Reactions to Partitioned Prices," *Journal of Marketing Research*, 35 (Nov.), 453-63.

This paper was nominated for the Paul E. Green Award for the *Journal of Marketing Research* article published in 1998 that shows or demonstrates the most potential to contribute significantly to the practice of marketing research and research in marketing. The proposal for this research was one of two grant winners in the 1994 MSI Pricing Strategy Competition.

Kahn, Barbara E., Eric A. Greenleaf, Julie R. Irwin, Alice M. Isen, Irwin P. Levin, Mary Frances Luce, Manuel C. F. Pontes, James Shanteau, Marc Vanhuele, and Mark J. Young (1997) "Medical Decision Making," *Marketing Letters*, 8 (July), 361-75.

Greenleaf, Eric A. and Atanu R. Sinha (1996), "Combining Buy-In Penalties with Commissions at Auction Houses," *Management Science*, 42 (April), 529-40.

Greenleaf, Eric A. and Donald R. Lehmann (1995), "A Typology of Reasons for Substantial Delay in Consumer Decision Making," *Journal of Consumer Research*, 22 (September), 186-99.

Greenleaf, Eric A. (1995), "The Impact of Reference Price Effects on the Profitability of Price Promotions," *Marketing Science*, 14 (Winter), 82-104.

Greenleaf, Eric A., Ambar G. Rao, and Atanu R. Sinha (1993), "Guarantees in Auctions: The Auction House as Negotiator and Managerial Decision Maker," *Management Science*, 39 (Sept.), 1130-1145.

Greenleaf, Eric A. (1992), "Measuring Extreme Response Style," *Public Opinion Quarterly*, 56 (Fall), 328-51.

Greenleaf, Eric A. (1992), "Improving Rating Scale Measures by Detecting and Correcting Bias Components in Some Response Styles," *Journal of Marketing Research*, 29 (May), 176-88.

Schindler, Robert M., Morris B. Holbrook, and Eric A. Greenleaf (1989), "Using Connoisseurs to Predict Mass Tastes," *Marketing Letters*, 1 (December) 47-54.

Holbrook, Morris, Eric A. Greenleaf, and Robert M. Schindler (1986), "A Dynamic Spatial Analysis of Changes in Aesthetic Responses," *Empirical Studies of the Arts*, 4 (1), 47-61.

Holbrook, Morris B., Robert W. Chestnut, Terence A. Oliva, and Eric A. Greenleaf (1984), "Play As A Consumption Experience: The Roles of Emotions, Performance, and Personality in the Enjoyment of Games," *Journal of Consumer Research*, 11 (Sept.), 728-39.

#### **Papers in refereed conference proceedings:**

Greenleaf, Eric A., and Donald R. Lehmann (1990), "Causes of Delay in Consumer Decision Making: An Exploratory Study," in *Advances in Consumer Research*, Vol. XVIII, Rebecca Holman and Michael Solomon, eds., 470-5.

#### **Papers under review:**

Greenleaf, Eric A., Vicki G. Morwitz, and Russell S. Winer, "When Does Helping Help or Hurt? Factors Affecting Consumer Satisfaction from Retailer Help in Web and Store Shopping," under revision for requested second review at *Journal of Consumer Research*.

Chen, Yuxin and Eric A. Greenleaf, "The Impact of Anticipated Regret on Optimal Seller Strategies in Auctions," under revision for requested resubmission to *Marketing Science*.

Cheema, Amar Cheema, Peter T. L. Popkowski Leszczyc, Rajesh Bagchi, Richard P. Bagozzi, James C. Cox, Utpal M. Dholakia, Eric A. Greenleaf, Amit Pazgal, Michael H. Rothkopf, Michael Shen, Shyam Sunder, and Robert Zeithammer (2004), "Economics, Psychology, and Social Dynamics of Consumer Bidding in Auctions," under review at *Marketing Letters*.

#### **Working papers being prepared for journal submission or re-submission:**

Greenleaf, Eric A., and Priya Raghubir, " Ratios in Proportion: Context Effects in Consumer Preferences for Rectangles "

Greenleaf, Eric A., Eric A. Yorkston, and Barbara Bickart, "How Response Styles Weaken Correlations from Rating Scale Surveys."

Sinha, Atanu, and Eric A. Greenleaf, "Valuing and Attracting Auction Bidders as Customers: Traditional Auctions and the Internet."

Fitzsimons, Gavan J., Eric A. Greenleaf, and Donald R. Lehmann "Consumer Satisfaction with both Product and Decision: Implications for the Supply Chain."

#### **Research in progress:**

"Is More Information Always Better?: An Experimental Test of the Full Information Principle in Two Internet Auctions," with Teck-Hua Ho and Vishal Narayan.

"Auctions as a Consumption Experience: Bidders' Satisfaction, Attributions, and Valuations for Different Auction Formats," with Joydeep Srivastava and Vishal Narayan.

"The Larger and Total Loss Effect: When are Perceived Reference Losses Determined by Prices Paid and not by Reference Price Deviations?" with Tom Meyvis.

## **PRESENTATIONS AT CONFERENCES AND SEMINARS**

"The Impact of Anticipated Regret on Optimal Seller Strategies in Auctions," (with Yuxin Chen) presented at the University of Minnesota, May 6, 2005.

"The Impact of Anticipated Regret on Optimal Seller Strategies in Auctions," (with Yuxin Chen) presented at the University of Illinois at Urbana-Champaign, Stellner Speaker Series, November 12, 2004.

"How People Behave in Auctions: Theory, Practice, and Strange Twists," presented to Chicago Chapter of the American Statistical Association, October 26, 2004.

"Why do People Attend Auctions?: The Economics, Psychology, and Social Dynamics of Consumer Bidding in Auctions," 6th Triennial Choice Conference, Estes Park, Colorado, June 5, 2004.

"Does Who Asks Whom for Help Matter? Factors that Affect Satisfaction in Web and Retail Shopping Environments," (with Vicki Morwitz and Russell Winer), Katholieke Universiteit Leuven, May 5, 2004.

"Is Information Transparency Good?: The Impact of Information on Past Auction Results on Auction Sellers," (with Teck-Hua Ho and Vishal Narayanan) INSEAD Speaker Series, April 27, 2004.

"Does Who Asks Whom for Help Matter? Factors that Affect Satisfaction in Web and Retail Shopping Environments," (with Vicki Morwitz and Russell Winer), Marketing Department Speaker Series, Tilburg University, March 30, 2004.

Doctoral Tutorial on Auctions, Tilburg University, March 29, 2004.

"Is Information Transparency Good?: The Impact of Information on Past Auction Results on Auction Sellers," (with Teck-Hua Ho and Vishal Narayanan) Columbia University Marketing Speaker Series, March 25, 2004.

"Reserves, Regret, and Rejoicing in Open English Auctions," University of Florida, Marketing Dept. Research Retreat, Gainesville, March 13, 2004.

"Reserves, Regret, and Rejoicing in Open English Auctions," Association for Consumer Research Conference, Toronto, October 9 -12, 2003.

"Does Who Asks Whom for Help Matter?: Factors that Affect Consumer Satisfaction in Web and Retail Shopping Environments," with Vicki Morwitz and Russell Winer, Marketing Science Conference, University of Maryland, College Park, Maryland, June 12 – 15, 2003.

"Bidders' Satisfaction and Valuation for Different Auction Formats: The Impact of Attribution, Regret, and Perceived Risk" with Joydeep Srivastava and Vishal Narayan, Association for Consumer Research Conference, Atlanta, GA, Oct. 17-20, 2002.

"Reserves, Regret, and Rejoicing: An Experimental Study of Sellers' Decision- Making Biases in Open English Auctions." European ACR Conference, Berlin, Germany, June 19-22, 2001.

"Reserves, Regret, and Rejoicing: An Experimental Study of Sellers' Decision- Making Biases in Open English Auctions." Columbia-NYU-Wharton-Yale joint Marketing Colloquium, May 4, 2001.

"Reserves, Regret, and Rejoicing: An Experimental Study of Sellers' Decision- Making Biases in Open English Auctions," presented at the University of Michigan, March 23, 2001.

"Reserves, Regret, and Rejoicing: An Experimental Study of Sellers' Decision- Making Biases in Open English Auctions." The Haas School of Business, University of California at Berkeley, October 26, 2000.

"Valuing and Attracting Auction Bidders and Sellers: Optimal Strategies for Sellers and Auction Houses in Traditional and Internet Auctions" with Atanu Sinha, Marketing Science Conference, Los Angeles, CA, June 22-25, 2000.

"The Impact of Discrete Bidding and Bidder Aggressiveness on Sellers' Strategies in Open English Auctions: Reserves and Covert Shilling," (joint work with Atanu Sinha), London Business School, March 17, 2000.

"The Fault is Not in Our Scale, but in Ourselves: How Response Styles Weaken Correlations from Rating Scale Surveys," with Barbara Bickart and Eric Yorkston, Fall INFORMS Conference, Philadelphia, PA, Nov. 7-10, 1999.

"How Response Styles Weaken Correlations from Rating Scale Surveys," with Barbara Bickart and Eric Yorkston, European ACR Conference, Jouy-en-Josas, France, June 24-26, 1999.

"Reserves, Regret, and Rejoicing in Open English Auctions: An Experimental Study," Marketing Science Conference, Syracuse University, Syracuse, NY May 20-23, 1999.

"Information Biases When Sellers Set Reserves in Independent Private Value Auctions: An Experimental Study," Conference of Institute for Operations Research and Management Sciences, Seattle, WA, Oct. 25-28, 1998.

The Impact of Discrete Bidding on Sellers' Strategies in Open English Auctions: Reserves and Covert Shilling," with Atanu Sinha, Conference of Institute for Operations Research and Management Sciences, Seattle, WA, Oct. 25-28, 1998.

"How Response Styles Attenuate Correlations in Rating Scale Data," with Barbara Bickart and Geeta Menon, American Marketing Association Educators' Conference, Boston, MA, August, 1998.

"Customer Satisfaction with Both Product and Decision," with Gavan Fitzsimons and Donald Lehmann, Marketing Science Conference, Berkeley, CA, March 21-24, 1997.

"Antecedents and Consequences of Choice Processes in Medical Decision Making," Third International Triennial Choice Symposium, Arden House, Harriman, NY, June 14-17, 1996.

"Shilling and Reserves in Continuous and Discrete Bid Auctions," with Atanu Sinha, Marketing Science Conference, Gainesville, FL, March 1996.

"The Effects of Dispersion on Survey Responses and Data Analysis," with Barbara Bickart and Geeta Menon, Marketing Science Conference, Gainesville, FL, March 1996.

"Divide and Prosper: When Breaking Up is Good to Do (Or Why Firms Divide Prices Instead of Charging a Single Price)," with Vicki Morwitz and Eric Johnson, Marketing Science Conference, Gainesville, FL, March 1996.

"Divide and Prosper: When Breaking Up is Good to Do( Or Why Firms Divide Prices Instead of Charging a Single Price)," with Vicki Morwitz and Eric Johnson, Association for Consumer Research Conference, Minneapolis, October 1995.

"Divide and Prosper: Why Firms Divide Prices Instead of Charging a Single Price," with Vicki Morwitz and Eric Johnson, Marketing Science Institute Conference on Behavioral Topics in Pricing, Boston, April 1995.

"Setting Reserves in Independent Private Value Auctions: An Experimental Study," INFORMS Conference, Los Angeles, April 1995.

"Buy-In Penalties in Auctions: An Explanation and Normative Analysis of this Auction House Practice," with Atanu R. Sinha, INFORMS Conference, Los Angeles, April 1995.

"The Impact of Delay Reasons and Delay Time on Consumer Satisfaction," with Donald Lehmann, Association for Consumer Research Conference, Boston, October 1994.

"Setting Reserves in Independent Private Value Auctions: An Experimental Study," Association for Consumer Research Conference, Boston, October 1994.

"The Use of Buy-in Penalties in Auctions: An Explanation and Normative Analysis," with Atanu R. Sinha, Marketing Science Institute Special Conference on Pricing Strategy, Boston, April 1994.

"The Impact of 'Buy-ins' on How Sellers Set Auction Reserves: An Experimental Study," Marketing Science Conference, Tucson, Arizona, March 1994.

"The Impact of Elapsed Time and Decision Time on Consumer Satisfaction," with Donald Lehmann, AMA Summer Educators' Conference, Boston, August 1993.

"Carryover Effects and the Funnel Approach in Marketing Surveys, and Their Effect on Multi-Attribute Attitude Models," with Barbara Bickart and Geeta Menon, Meeting of the American Association for Public Opinion Research, Chicago, May 1993.

"Using Household Level Models to Identify Segments and Forecast Segment Response: An Application to Price Segments," with Henry Assael and Richard Colombo, Marketing Science Conference, St. Louis, March 1993.

"Setting Reserves in Commission Auctions: Using Side Payments to Make the Auction House and Seller Better Off," with Atanu Sinha, Marketing Science Conference, St. Louis, March 1993.

"Delay and Delay Closure in Consumer Decision Making," with Donald R. Lehmann, Marketing Science Conference, London, July 1992, and Association for Consumer Research Conference, Vancouver, October 1992.

"Guarantees in Art Auctions: The Auctioneer as Managerial Decision Maker," with Ambar Rao and Atanu Sinha, Marketing Science Conference, Wilmington, Del., March 1991.

"Delay in Consumer Decision Making," with Donald Lehmann, Association for Consumer Research Conference, New York, October 1990.

"Estimating Price Elasticities at the Household Level," with Richard Colombo and Henry Assael, Marketing Science Conference, Champaign, Ill., March 1990.

"Measuring and Interpreting Extreme Response Style," TIMS-ORSA Conference, Denver, October 1988.

"Optimal Frequency, Duration, and Price Cut for Price Promotions," Marketing Science Conference, Jouy-en-Josas, France, June 1987.

"Unobservable Errors in Research Results," TIMS-ORSA Conference, Miami Beach, October 1986.

"An Eigenvalue Method for Predicting Choice," with Joel Steckel and Robert Stinerock, Marketing Science Conference, Dallas, March 1986.

"A Model of Response Process for Categorical Rating Scales," TIMS-ORSA Conference, Atlanta, November 1985.

## **TEACHING EXPERIENCE**

### **Graduate**

Introductory (core) Marketing - New York University; The Wharton School; Yale School of Management  
Marketing Research - Columbia University; Yale School of Management  
New Product Development - Columbia University  
Pricing Strategies - Columbia University  
Applied Marketing Projects (supervised student projects for organizations in Northeast U.S.) - Yale School of Management

### **Undergraduate**

Marketing Management (core course) - Stern School, New York University

### **Doctoral**

Seminar on Pricing Research – Stern School, New York University, teaching Spring 2005  
Seminar on Response and Context Effects in Survey Research - Stern School, New York University;  
Columbia University

### **DOCTORAL STUDENTS:**

Sucharita Chandran, Comprehensive Exam, Proposal Defense, and Thesis Defense Committees, 2000, 2001, and 2003  
Jennifer Ames Stuart (Columbia) Thesis Defense Committee 2003  
Lance Erickson, Proposal and Thesis Defense Committees, 2001 and 2002  
Sri Devi Deepak (Columbia), Proposal and Thesis Defense Committees, 2000 and 2003  
Nikki Lee, Comprehensive Exam Committee, 2001  
Eric Yorkston, Comprehensive Exam, Proposal, and Thesis Defense Committees, 1997, 1999 and 2000  
Jack Lee, Proposal Defense Committee, 1995, Thesis Defense Committee 1995-7  
Hooman Estelami, Thesis Committee (Columbia), 1995-6  
Alok Gupta, Faculty Adviser, 1993-95  
Amy Handlin, Dissertation Committee, 1990-91  
Amy Handlin, Comprehensive Exam Committee, 1990  
Denver D'Rozario, Proposal Defense, 1989

### **MASTER'S THESIS COMMITTEES:**

Maureen McGovern, Gallatin Division, New York University 1991-93

## **PROFESSIONAL SERVICE**

### **Service to the Field:**

Editorial Board:

*Journal of Consumer Research*

*Also a judge for 2003 Robert Ferber Award, awarded to the best article published in JCR based on a doctoral dissertation (with Joe Alba and John Sherry)*

*Journal of Product and Brand Management*

*Marketing Letters*

*Marketing Science*

Reviewer for:

*European Journal of Operational Research*

*International Journal of Research in Marketing*

*Journal of Consumer Psychology*

*Journal of Interactive Marketing*

*Journal of Marketing*  
*Journal of Marketing Research*  
*Journal of Product and Brand Management*  
*Journal of Retailing*  
*Journal of Retailing and Consumer Services*  
*Management Science*  
*Marketing Science*  
*Public Opinion Quarterly*  
*Sociological Methods & Research*

Program Committee for Association for Consumer Research Conference, 1995, 1997, 2003, 2004  
Competitive Papers for Association for Consumer Research Conference  
AMA Winter Educators' Conference  
John A. Howard American Marketing Association Doctoral Dissertation Competition  
Fordham Pricing Conference  
Marketing Science Institute Alden G. Clayton Dissertation Proposal Competition  
National Science Foundation  
Pennsylvania State University eBusiness Research Center, e-Business Doctoral Competition

Co-organized auction session for Triennial Choice Conference (with Dipankar Chakravarti and Atanu Sinha), sponsored by University of California at Berkeley, June 2001 in Pacific Grove, CA.

Organized sessions for Marketing Track at 1998 INFORMS Conference, Seattle

Judge for Marketing Case Competition, Simon School of Business, University of Rochester  
1996, 1997

Academic Co-coordinator for New York Marketing Modeler's Group, 1993-97

### **Service to New York University and the Stern School**

Core Marketing Course Coordinator - 1996-99 and Fall 2001- Spring 2003, Fall 2004-present  
Marketing Faculty Committee for Design of Graduate Core Course 1991-2003

Committee for Multidisciplinary Exercise in Teambuilding, 1998-99 - Coordinator in charge of entire MET project, focusing on *Barnes & Noble*. This was the first school-wide case involving the Internet used at the Stern school. Rather than focusing only on B&N's internet operations, as was fashionable at the time, I insisted that the case should focus on how B&N needed to find the right balance between increasing its internet business while still expanding its profitable bricks and mortar bookstore business into new geographic areas. As coordinator, I had responsibility for all aspects of the case and the course. I also helped write the *Barnes & Noble* case and created the course syllabus and many materials for the students' MET classes. The MET course was required for all first year students in their second semester. The MET involved a large-scale project centered on an integrated case analysis. Students recommend a long-term strategy for a major firm and defend these before a panel of industry experts and Stern faculty and alumni.

Stern Committee for Multidisciplinary Exercise in Teambuilding, 1997-98, *Southwest Airlines* case.  
Stern Committee for Multidisciplinary Exercise in Teambuilding, 1995-96 - co-wrote case on *Banc One* with Prof. David Backus. My responsibilities included a trip to Columbus, Ohio to meet with Banc One executives, researching and writing case, designing assignments for students, and helping to organize MET class sessions.

Marketing Department Faculty Recruiting Coordinator 2004-05, 1995-96, Co-coordinator 1997-98  
Marketing Department Entry Level Recruiting Committee 2002-3  
Stern Core Course Committee, Fall 2004 - present  
Stern Teaching Resources Committee, 2002-present  
Stern Committee to Oversee Move of Marketing Department to New Office Space, Fall 2004 - present  
Stern Teaching Effectiveness Committee 1995-96, 1997-2000  
Marketing Department Untenured Faculty Evaluation Committee 2001-2002



Marketing Department Doctoral Committee, 1995-2001  
Faculty Block Head for an MBA Block, Spring 1994 and 1995  
Stern Library Committee 1993-1995  
Stern Academic Discipline Committee 1989-92  
Coordinator for P&G Faculty Research Funding Committee 1989-99

**Professional memberships:**

Institute for Operations Research and the Management Sciences (INFORMS)  
College of Marketing, INFORMS  
Association for Consumer Research  
Society for Consumer Psychology

**Media and Press Coverage:** - Quoted in the following articles and interviews:

"Online Auctions May Be Affected by Bid Rigging" radio report by Amy Scott for Marketplace, a nationally broadcast public radio daily magazine of business and economics, Nov. 8, 2004.

"Business; The Rising Value Of Play Money," by Amy Wu, *The New York Times*, Sunday, Feb. 1, 2004, Section 3, pg. 5. This article also appeared in the Canadian daily newspaper *The National Post*.

Live radio interview on holiday tipping by talk show host Michael Smerconish of WPHT, Philadelphia, Dec. 23, 2003.

"Time to Render Unto Doormen" [article on holiday tipping], by Warren St. John, *The New York Times*, Sunday, December 21, 2003, Section 9, pg. 1.

"The Bidding Game: A Special Report; In Online Auction World, Hoaxes Aren't Easy to See," by Judith H. Dobrzynski, *The New York Times*, June 2, 2000, pg. A1.