

GRANT PACKARD

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Education

Ph.D., Business Administration (Marketing), December 2012
Stephen M. Ross School of Business
University of Michigan, Ann Arbor, MI

MBA, Marketing, May 1998
Desautels Faculty of Management
McGill University, Montreal, QC

B.S. Cum Laude, Business Administration (Marketing), June 1995
Leeds School of Business
University of Colorado, Boulder, CO

Academic Appointments

Associate Professor, Marketing area, January 2019 – present
Schulich School of Business
York University, Toronto, ON

Associate Professor, Marketing area, July 2018 – December 2018
Assistant Professor, Marketing area, July 2012 – June 2018
Lazaridis School of Business & Economics
Wilfrid Laurier University, Waterloo, ON

Research Profile

My research examines the production and consumption of language to advance psychological theories on motivation, social perception, and persuasion. I employ laboratory experiments, natural language processing and text analysis methods, and/or analysis of field data using a variety of quantitative approaches (e.g., multi-variate regression, panel estimators, topic modeling or word embeddings, network analysis).

This work offers insights for marketers, consumers and policymakers on the consumption-related information people share through social media, online reviews, email, and when they speak with company representatives (e.g., salespeople, call center workers). It also helps marketers improve how they communicate with, and to, consumers through a variety of mediums. Finally, I examine how and why language itself is consumed as a product (e.g., song lyrics, academic articles).

Refereed Journal Articles

(*Financial Times* 50 publications indicated by *)

1. **Packard, G.** and Berger, J. (forthcoming), "How Concrete Language Shapes Customer Satisfaction," *Journal of Consumer Research*.*
2. **Packard, G.** and Berger, J. (2020), "Thinking of You: How Second Person Pronouns Shape Cultural Success," *Psychological Science*, 31(4), 397-407.
3. McFerran, B., Moore, S. G., and **Packard, G.** (2019), "How Should Companies Talk to Customers Online?," *MIT Sloan Management Review*, 60(2), 68-71.*
4. Klein, R. A. et al. [**Packard, G.** one of 185 replication lab co-authors] (2018), "Many Labs 2: Investigating Variation in Replicability Across Sample and Setting," *Advances in Methods and Practices in Psychological Science*, 1(4), 443-490.
 - Selected media coverage: *The Atlantic, Nature, NPR, Science Direct*
5. Berger, J. and **Packard, G.**, (2018), "Are Atypical Things More Popular?," *Psychological Science*, 29(7), 1178-1184.
 - Selected media coverage: *Knowledge@Wharton, Psychology Today*
6. **Packard, G.**, Moore, S. G., and McFerran, B. (2018), "(I'm) Happy to Help (You): The Impact of Personal Pronoun Use in Customer-Firm Interactions," *Journal of Marketing Research*, 55(4), 541-555.*
 - Selected media coverage: *CBC, The Globe and Mail, Harvard Business Review, Marketing Science Institute, Sirius XM Radio, The Wall Street Journal*
7. Lurie, N., Berger, J., Chen, Z., Li, B., Liu, B., Mason, C., Muir, D., **Packard, G.**, Pancras, J., Schlosser, A., Sun, B., and Venkatesan, R. (2018), "Everywhere and at All Times: Mobility, Consumer Decision-Making, and Choice," *Customer Needs and Solutions*, 5(1-2), 15-27.
8. **Packard, G.** and Berger, J. (2017), "How Language Shapes Word of Mouth's Impact," *Journal of Marketing Research*, 54(4), 572-588.*
 - Selected media coverage: *The Keller Report, Marketing Science Institute*
9. **Packard, G.**, Gershoff, A., and Wooten, D. B. (2016), "When Boastful Word of Mouth Helps Versus Hurts Social Perceptions and Persuasion," *Journal of Consumer Research*, 43(1), 26-43.*
 - Selected media coverage: *CBC, MarketWatch, Metro News, Vocativ*
10. **Packard, G.**, Aribarg, A., Eliashberg, J., and Foutz, N. Z. (2016), "The Role of Network Embeddedness in Film Success," *International Journal of Research in Marketing*, 33(2), 328-342.
11. Manchanda, P., **Packard, G.**, and Pattabhiramaiah, A. (2015), "Social Dollars: The Economic Impact of Consumer Participation in a Firm-Sponsored Online Customer Community," *Marketing Science*, 34(3), 367-387.*
 - Among top 1.5% most downloaded papers of all-time at SSRN
 - Selected media coverage: *strategy + business, Science Daily, ideasforleaders.com*

12. Klein, R. A. et al. [**Packard, G.** one of 47 second co-authors] (2014), “Investigating Variation in Replicability: A “Many Labs” Replication Project,” *Social Psychology*, 45(3), 142-152.
 - Selected media coverage: *Discover Magazine, National Geographic, Nature, NPR, PLoS.org, Science, Scientific American, Science Now, Slate, The Economist*
13. **Packard, G.** and Wooten, D. B. (2013), “Compensatory Knowledge Signaling in Consumer Word-of-Mouth,” *Journal of Consumer Psychology*, 23(4), 434-450.*
 - Winner, Best Competitive Paper Award, SCP Annual Conference, 2011
 - Selected media coverage: *The Globe and Mail, Exchange Magazine, Econbiz.de*

Invited Articles & Book Chapters

(*Financial Times* 50 publications indicated by *)

14. **Packard, G.**, Moore, S., and McFerran, B. (2020), “Speaking to Customers in Uncertain Times,” *MIT Sloan Management Review*, August 11, digital article available at <https://sloanreview.mit.edu/article/speaking-to-customers-in-uncertain-times/>*
15. Moore, S., McFerran, B., and **Packard, G.** (2018), “The Words and Phrases to Use—and to Avoid—When Talking to Customers,” *Harvard Business Review*, October 4, digital article available at <https://hbr.org/2018/10/the-words-and-phrases-to-use-and-to-avoid-when-talking-to-customers>*
16. **Packard, G.** (2006), “Marketing Minute,” In Boone, L. E., Kurtz, D.L., MacKenzie, H.F., and Snow, K. (Eds.) *Contemporary Marketing*, 1st Canadian Edition, Scarborough: Thomson Nelson.
17. Behm, K., Byrne, J., and **Packard, G.** (1994). “The Advertising Industry,” In Hess, J. (Ed.) *Profiles in American Enterprise*, Boulder: University of Colorado Press.

Refereed Conference Presentations and Proceedings

1. “How Second Person Pronouns Shape Culture Success,” (with J. Berger), Society for Personality and Social Psychology Conference, (remote due to Covid-19), Feb. 2021.
2. “How Language Connects and Convinces,” Special Session Co-chair (with A. Orvell), Society for Personality and Social Psychology Conference, (remote due to Covid-19), Feb. 2021.
3. “Dynamically Solving the Self-Presenter’s Paradox: When Customer Care Should be Warm vs. Competent,” (with Y. Li and J. Berger), Association for Consumer Research Conference, Paris (remote due to Covid-19), Oct. 2020.
4. “Where Consumer Behavior Meets Language: Applying Linguistic Methods to Consumer Research,” Workshop Co-chair (with A. Kronrod, S. Moore, and J. Berger), Association for Consumer Research Conference, Paris (remote due to Covid-19), Oct. 2020.
5. “Dynamically Solving the Self-Presenter’s Paradox: When Customer Care Should be Warm vs. Competent,” (with Y. Li and J. Berger), Marketing Science Annual Conference, Durham (remote due to Covid-19), June 2020.
6. “How Concrete Language Shapes Customer Satisfaction,” (with J. Berger), Association for Consumer Research Conference, Atlanta, Oct. 2019.

7. "Language in Marketing Knowledge Forum" Workshop Co-chair (with A. Kronrod, S. Moore, and J. Berger), Association for Consumer Research Conference, Atlanta, Oct. 2019.
8. "How to Do Text Analysis," Workshop Invited Participant, Association for Consumer Research Conference, Atlanta, Oct. 2019.
9. "Linguistic Concreteness in Customer-Firm Conversations," (with J. Berger), Society for Consumer Psychology Conference, Savannah, Feb. 2019.
10. "How Second Person Pronouns Engage Audiences," (with J. Berger), Society for Consumer Psychology Conference, Savannah, Feb. 2019.
11. "Improving Customer Conversations," Special Session Co-chair (with J. Berger), Society for Consumer Psychology Conference, Savannah, Feb. 2019.
12. "With or Without You: When Second Person Pronouns Engage Listeners," (with J. Berger), Association for Consumer Research N. American Conference, Dallas, Oct. 2018.
13. "Trust and Distrust in Word of Mouth," Invited Roundtable Participant, Association for Consumer Research N. American Conference, Dallas, Oct. 2018.
14. "Differentiation and Cultural Success," (with J. Berger), Association for Consumer Research N. American Conference, San Diego, Oct. 2017.
15. "Wisdom from Words," Special Session Co-chair (with J. Berger), Association for Consumer Research N. American Conference, San Diego, Oct. 2017.
16. "Following the Blind: How Expertise and Endorsement Style Impact Word of Mouth Persuasion," (with J. Berger), Association for Consumer Research N. American Conference, New Orleans, Oct. 2015.
17. "Why Your Next Project Should use Textual Analysis," Invited Roundtable Participant, Association for Consumer Research N. American Conference, New Orleans, Oct. 2015
18. "Trust Me, I Know! The Impact of Source Self-Enhancement on Persuasion in Word-of-Mouth," (with A. Gershoff and D. B. Wooten), Association for Consumer Research N. American Conference, New Orleans, Oct. 2015.
19. "Following the Blind: How Expertise and Endorsement Style Impact Word of Mouth Persuasion," (with J. Berger), Society for Consumer Psychology Annual Conference, Phoenix, Feb. 2015.
20. "No Idle Boast: Consumer Responses to Self-Enhancing Sources of Product Information," (with A. Gershoff and D. B. Wooten), Society for Consumer Psychology Annual Conference, Miami, Mar. 2014.
21. "Putting the Customer Second," (with B. McFerran and S. G. Moore), Society for Consumer Psychology Annual Conference, Miami, Mar. 2014.

22. "No Idle Boast: Consumer Responses to Self-Enhancing Sources of Product Information," (with A. Gershoff and D. B. Wooten), Society for Judgment and Decision Making Annual Conference, Toronto, Nov. 2013.
23. "Putting the Customer Second," (with B. McFerran and S. G. Moore), Association for Consumer Research N. American Conference, Chicago, Oct. 2013.
24. "Compensatory Communication: Consumer Knowledge Discrepancies and Knowledge Signaling in Word-of-Mouth," (with D. B. Wooten), Association for Consumer Research N. American Conference, Chicago, Oct. 2013.
25. "Secrets and Lies: How Consumers Manage the Flow of Ego-Threatening Information," (with C. Kang and D. B. Wooten), Association for Consumer Research N. American Conference, Chicago, Oct. 2013.
26. "Secrets and Lies: How Consumers Manage the Flow of Ego-Threatening Information," (with C. Kang and D. B. Wooten), Society for Consumer Psychology Summer Conference, Honolulu, Aug. 2013.
27. "Network Power," (with A. Aribarg, N. Z. Foutz, J. Eliashberg), Marketing Science Annual Conference, Boston, June 2012
28. "Secrets and Lies: Gender Differences in Concealing Consumption Information," (with C. Kang and D. B. Wooten), Society for Consumer Psychology Annual Conference, Las Vegas, Feb. 2012
29. "Sharing (Less-Than-Ideal) Knowledge: Consumer Knowledge Discrepancy and Word-of-Mouth," (with D. B. Wooten), Society for Consumer Psychology Annual Conference, Atlanta, Feb. 2011
30. "A Brand in Hand: Symbolic Props in Self-Presentation," (with A. Gershoff), Association for Consumer Research N. American Conference, Pittsburgh, Oct. 2009.
31. "Firm-sponsored Brand Communities," (with P. Manchanda and A. Pattabhiramaiah), Marketing Science Annual Conference, Ann Arbor, June 2009
32. "A Brand in Hand: Symbolic Props in Self-Presentation," (with A. Gershoff), Consumer Culture Theory Conference, Ann Arbor, June 2009

Invited Talks and Symposia

1. Sloan Management Review Webinar, MIT, Oct. 2020
2. Language Lab Online Seminar, Aug. 2020
3. Gordon S. Lang School of Business and Economics, University of Guelph, Nov. 2019
4. Georgetown University, Triennial Invitational Choice Symposium, May 2019
5. The Wharton School, University of Pennsylvania, Behavioral Insights from Text, Jan. 2019
6. HEC Montreal, Nov. 2018
7. Schulich School of Business, York University, Mar. 2018
8. Fuqua School of Business, Duke University, Feb. 2018
9. The Wharton School, University of Pennsylvania, Behavioral Insights from Text, Jan. 2018

10. Rotman School of Business, University of Toronto, Oct. 2017
11. Haas School of Business, University of California, Berkeley, Nov. 2016
12. University of Alberta, Triennial Invitational Choice Symposium, May 2016
13. Schulich School of Business, York University, Mar. 2015
14. Ivey School of Business, Western University, Consumer Behavior Symposium, Jan. 2015
15. College of Business and Economics, University of Guelph, Oct. 2013
16. Ivey School of Business, Western University, Empirical and Theoretical Symposium, May 2013
17. Wilfrid Laurier University, SOBDR Symposium, May 2013
18. University of Michigan, Decision Consortium, Ann Arbor, Jan. 2011
19. Ivey School of Business, Western University, Consumer Behavior Symposium, Jan. 2011

Research in Progress

(Titles modified to preserve blind review)

Berger, J. and **Packard, G.**, “Using Natural Language Processing to Study Culture” (revision invited)

Kang, C., **Packard, G.**, and Wooten, D. B., “Evasion” (in the review process)

Li, Y., **Packard, G.**, and Berger, J., “Conversation Dynamics” (manuscript in prep)

Boghrati, R., Berger J., and **Packard, G.** “Citations” (manuscript in prep)

Taylor, N. and **Packard, G.**, “Verb Tense” (lab studies)

Berger, J., Rocklage, M., and **Packard, G.** “Expression Modality” (lab studies)

Wang, H., Van Zant, A., **Packard, G.**, and Berger, J. “Pauses” (field data complete; lab studies)

Competitive Research Grants

Marketing Science Institute (MSI) Grant, 2019

- \$4,100 over one year; co-investigator

SSHRC Insight Development Grant, Government of Canada, 2017

- \$61,100 over two years; principal investigator; proposal ranked #2 of 55 nationally

Lazaridis Institute Research Seed Grant, Wilfrid Laurier University, 2017

- \$6,900 over one year; principal investigator

Awards, Honors, and Scholarships

Distinguished Alumni Award, Ross School of Business, University of Michigan, 2020

Best Faculty Research Poster, Schulich School, York University, 2019

Young Scholar Award, Marketing Science Institute (MSI), 2019

Junior Research Excellence Award, Lazaridis School, Wilfrid Laurier University, 2016
 Merit Award for Excellence in Research, Wilfrid Laurier University, 2014, 2016
 Dean's Commendation for Teaching Excellence, Wilfrid Laurier University, 2013
 Best Competitive Paper Award, Society for Consumer Psychology Conference, 2011
 Best Discussant Award, Haring Symposium, 2011
 Haring Symposium Fellow, 2011
 Kendrick Award, 2011 (academic and research achievement)
 Excellence in Teaching Award, Rotman School of Management, 2009-2012
 Rackham Early Candidacy Grant, 2009
 Phelps Grant, 2007-2009
 Leo Burnett Scholars Grant, 2009 (research excellence)
 University of Michigan Doctoral Fellowship, 2007-2009
 Best Speaker, AMA Annual Marketing Research Conference, 2006
 Top 30 Marketers Under 30, *Marketing* magazine, 2002
 McGill International Graduate Fellowship, 1996-1998
 Beta Gamma Sigma, 1995 (academic excellence)

Teaching Experience

Logics of Social Research (DCAD 7100), Schulich School, PhD seminar course, Fall 2020

Marketing Research (MKTG 3100), Schulich School, undergraduate course, Fall 2020

Consumer Behavior (MKTG 4150), Schulich School, undergraduate course, Sep. 2019 – present

- Instructor Rating (7 item mean over 2 sections): M = 6.4 of 7

Fundamentals of Behavioral Research (BU 800), Lazaridis School, PhD/MSc seminar course, Sep. 2016 – Dec. 2018

- Instructor Rating (7 item mean over 3 sections): M = 6.6 of 7

Consumer Behavior (BU 842), Lazaridis School, PhD/MSc seminar course, social influence and word of mouth sessions, Jan. 2018 – Dec. 2018

Marketing Philosophy & Theory (BU 812), Wilfrid Laurier University (Lazaridis), PhD/MSc seminar course, psychology theory sessions, Jan. 2015 – Apr. 2018

Marketing Strategy (BU 452), Lazaridis School, undergraduate course, Jan. 2013 – Apr. 2018

- Instructor Rating (7 item mean over 4 sections): M = 6.7 of 7

Building and Managing Products, Services and Brands (BU 362), Wilfrid Laurier University (Lazaridis), undergraduate course, Jan. 2013 – Apr. 2017

- Instructor Rating (7 item mean over 8 sections): M = 6.6 of 7

Introduction to Marketing Management (BU 352), Wilfrid Laurier University (Lazaridis), undergraduate course, Sep. 2012– Dec. 2018

- Instructor Ratings (7 item mean over 6 sections): M = 6.6 of 7

Principles of Marketing (RSM 250), University of Toronto (Rotman), undergraduate course, Sep. 2009 – Apr. 2012

- Instructor Ratings (7 item mean over 5 sections): M range = 6.1 – 6.6 of 7
- Excellence in Teaching Awards: 2009 – 2012

Retail and Small Business Marketing, McGill University / Quebec Public Interest Research Group, Six-week course, January – March 1997

Profiles in American Enterprise (BADM 2850), University of Colorado (Leeds), lecture (~300 students) and recitation (18 students), January 1993 – April 1994

- Instructor Rating: 3.9 of 4

Academic Service: Reviewing

Editorial Review Boards: *Journal of Consumer Psychology* (2020-)
Journal of Consumer Research (2021-)

Journal Articles, Ad-hoc: *Frontiers in Psychology* (2020-)
International Journal of Research in Marketing (2019-present)
Journal of Consumer Psychology (2013-2019)
Journal of Consumer Research (2015-2020)
Journal of Experimental Psychology: General (2018-present)
Journal of Marketing (2018-present)
Journal of Marketing Research (2012-present)
Management Science (2019-present)

Program Committees: *Association for Consumer Research Conference* (2018)
Society for Consumer Psychology Conference (2019-present)

Conferences, Ad-hoc: *Association for Consumer Research* (2008-2011, 2013-present)
Society for Consumer Psychology (2009-present)

Awards, Ad-hoc: *Marketing Science Institute (MSI) Alden G. Clayton Doctoral Dissertation Proposal Award* (2019-2020)
Society for Consumer Psychology Doctoral Dissertation Competition (2013-2017)
Society for Consumer Psychology Diversity Travel Scholarship (2016)

Academic Service: Graduate Student Advising

Dissertation committee chair, N. Agar, Ph.D. Mgmt., Schulich School, York U., 2019- Jun. 2020
External dissertation examiner, A. Kaju, Ph.D. Mgmt., Rotman School, U. of Toronto, Nov. 2019
External dissertation examiner, P. Nguyen, Ph.D. Mgmt., Ivey School, Western U., Aug. 2019
External dissertation examiner, C. Iglesias, Ph.D. Mgmt., Lazaridis School, WLU, 2017-present
Internal-external thesis examiner, C. Lunt, M.A. Psychology, WLU, Jul. 2016
External dissertation examiner, M. Philp, Ph.D. Mgmt., Smith School, Queens U., Jun. 2016
Internal-external thesis examiner, K. Schuett, M.A. Psychology, WLU, Sep. 2015

Academic Service: Other

Co-Chair, Language Lab Online Seminar Series, 2020
Coordinator, Marketing Management (MKTG 5200), MBA course, York (Schulich) 2020 -
Co-Chair, Doctoral Symposium, Association for Consumer Research Conference, 2021
Program and Site Committees, Southern Ontario Behavioral Decision Research Conference, 2020
Program Committee, Society for Consumer Psychology Conference, 2019-present
BBA/iBBA Program Committee, York (Schulich), 2019-present
Faculty Advisor, York Marketing Association (student club), York (Schulich), 2019
Program Committee, Association for Consumer Research Conference, 2018
Co-coordinator, Marketing Area PhD Program, WLU (Lazaridis), 2018
Selection Committee, Social Sciences and Humanities OGS, WLU, 2017-18
Coordinator, Building and Managing Products (BU 362), BBA course, WLU (Lazaridis), 2017-18
Coordinator, Marketing Research Symposium, WLU (Lazaridis), 2015-18
Co-coordinator, Human Subjects Research Panel, WLU (Lazaridis), 2013-18
Ontario University Fair, L WLU (Lazaridis), 2013-18
Judge, ICE Case Competition, WLU (Lazaridis), 2013-18
Petitions Committee, WLU (Lazaridis), 2013-16
Marketing Curriculum Planning Committee, WLU (Lazaridis), 2015-16
Marketing Area Journal Ranking Development, WLU (Lazaridis), 2015
Marketing Area Research Committee, WLU (Lazaridis), 2014-15
Coordinator, Marketing Strategy (BU 452), undergraduate course, WLU (Lazaridis), 2013-18
Dean's Brand Task Force, WLU (Lazaridis), 2013
Judge, Hawk's Den Case Competition, Laurier Marketing Association, WLU (Lazaridis), 13
Nominations Committee, WLU (Lazaridis), 2013

Professional Affiliations

Association for Consumer Research
Association for Psychological Science
American Marketing Association
Society for Consumer Psychology
Society for Personality and Social Psychology

Industry / Community Service

Treasurer and Board of Directors, Frankland Community Day Care, 2015-2017
Advisory board, Changents.com (cause-related social network), 2006-2012
Consultant, Canadian Executive Services Organization, 1997-1998

Industry Experience

Indigo Books & Music Inc. (retail brands: Chapters, Indigo, Coles, chapters.indigo.ca)
• Vice President, Loyalty Marketing & Customer Insight, 2005-2007
• Director, Loyalty Marketing, 2002-2005

Excite Canada (search engine/portal brands: www.excite.ca, Excite@Home)
• Director of Marketing, 2001-2002
• Senior Manager, CRM & Online Marketing, 2000-2001

BBDO Toronto (ad agency; clients: Excite, Gillette, Kanetix, Lavalife, Scotiabank)

- Account Supervisor (promoted from Manager), 1998-2000

DMB&B New York (ad agency; clients: Burger King, Citizen Watch, Kraft Foods)

- Media Planner (promoted from Assistant), 1995-1996

Popular Press

Interviews on consumer behavior, CRM, marketing, retailing, and social media including *CBC* (TV, radio, and online), *CTV* (TV and online), *Canadian Press*, *Global News* (TV and Online), *Huffington Post*, *Marketing*, *Maclean's*, *Strategy*, and *Toronto Star*. Media accounts of research Grant is involved in have appeared at *The Globe and Mail*, *Harvard Business Review*, *MIT Sloan Management Review*, *Nature*, *National Geographic*, *Science*, *Scientific American*, *strategy+business*, and *The Wall Street Journal*, among others.