

# SUNEAL BEDI

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## EDUCATION

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**THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA**, Philadelphia, PA  
Ph.D. Marketing, Ph.D. Ethics & Legal Studies, Expected 2019 (Joint Degree)  
M.S. Marketing, 2018  
Dissertation: *Bad Brands: Identifying, Measuring, and Analyzing Brand Threats* (summary in Appendix)

**HARVARD LAW SCHOOL**, Cambridge, MA  
J.D., 2012  
Harvard Civil Rights Civil Liberties Law Review (Senior Editor)  
Deans Scholar: Property; Social Entrepreneurship

**SWARTHMORE COLLEGE**, Swarthmore, PA  
B.A. Economics and Russian Literature, with Honors, 2009  
Phi Beta Kappa

## PUBLICATIONS AND WORKS UNDER REVIEW (select summaries in Appendix)

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*Fully and Barely Clothed: Case Studies in Gender and Religious Discrimination*, 12 *Hastings Business Law Journal*, 133 (2016). (Awarded the Jackson Lewis Employment Law Best Paper at the Academy of Legal Studies in Business 2015 Conference).

*Errors in Measuring Minor Attributes Using Choice Modeling* (co-author David Reibstein) (Under review at *Journal of Marketing Research*).

*Measuring Trademark Dilution by Tarnishment* (co-author David Reibstein) (Under review at *University of Chicago Law Review*). (Marketing version of article in preparation for *Journal of Marketing*).

*Marketing's Ethical Blind Spot: Catering to Consumer Preferences* (Under review at *Journal of Marketing*).

*The Corporate Pro-Se Litigant: Rationales for Treating Individuals and Corporations Differently* (Under review at *Harvard Business Law Review*).

## WORKS IN PROGRESS

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*Vector Autoregressive Models and Trademark Infringement.*

*Brand Recall Latency and Trademark Fame Designations* (co-author Mike Schuster).

*The Ethics of Advertising on Addictive Platforms* (co-author Vikram Bhargava).

*Consumer Responses to Employee Branding Decisions* (co-author Americus Reed).

## TEACHING

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### *The Wharton School, University of Pennsylvania*

*Law and Social Values* (Sole Lecturer) (2017 Undergraduate). Received a rating of 4 out of 4 in student course evaluations of “Quality of Class” and “Quality of Instructor.”

*Introduction to Law and Legal Practice* (Sole Lecturer) (2016 Undergraduate). Received a rating of 4 out of 4 in student course evaluations of “Quality of Instructor.”

*Empirical Methods in Business School Research* (Lecturer) (2015, 2016, and 2017 Undergraduate). Professor Cathy Schrand. Lectured on empirical methods in marketing and legal scholarship.

*Business Ethics in Practice* (Lecturer) (2016 Undergraduate). Professor Diana Robertson. Lectured on the ethics of fashion branding.

*Teaching Assistant: Marketing Simulation/SABRE* (2018 MBA, 2018 EMBA); *Introduction to Law and Legal Practice* (2015, 2016 Undergraduate); *Business Ethics in Practice* (2017, 2018 MBA and Undergraduate).

### *Harvard Law School*

*Social Entrepreneurship* (Guest Lecturer). Helped develop HLS’s first Social Entrepreneurship course. Worked with CEOs and Non-Profit Managers to develop projects for students. Lectured on the fundamentals of finance and social investing.

## WORK EXPERIENCE

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### *Ropes & Gray LLP* (2012-2014)

*Corporate Associate:* Worked in the Real Estate and Private Equity transaction groups.

### *Midwest Design Lab* (2011-present)

*Business Strategy Advisor:* Currently advising product design firm headquartered in San Francisco. Providing high-level marketing strategy including designing and implementing conjoint analysis and market segmentation studies and providing legal assistance.

### *Farepath* (2014-present)

*Business Advisor:* Currently advising social entrepreneurship startup that attempts to fuse advances in technology with community engagement to solve local hunger issues.

### *Ministry* (formerly *Ministry of Supply*) (2011-2012)

*Legal and Marketing Director:* Created and implemented marketing and legal strategy for fashion startup, including blogging, website design, marketing to local entrepreneurship events and young professionals and responding to trademark and copyright infringement claims.

## SELECTED BUSINESS PRESS PUBLICATIONS

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“The Importance of Nation Branding” —*U.S. News and World Report* (March 20, 2018) with David Reibstein.

“Is America Great Again? Data Says No” —*U.S. News and World Report* (January 23, 2018) with David Reibstein.

“What France’s Model Ban Teaches the US about our Clothing Companies” —*The Elite Daily* (April 27, 2015).

“The Lemon that is Lululemon” —*The Huffington Post* (April 22, 2014).

“California’s Attempt to Avenge Revenge Porn” —*The Huffington Post* (November 9, 2013).

“From Pigskin to Bacon: The Legal Issues Surrounding the NFL Litigation” —*Forbes Magazine* (May 8, 2012).

## AWARDS AND HONORS

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Penn TA Provost Prize—prize voted on by students and given to the 10 best graduate teachers across all schools at the university (*University of Pennsylvania*).

Jackson Lewis Employment Law Best Paper Award (*Academy of Legal Studies in Business 2015 Conference*).

Hans Jacob Heckman Fellowship in Ethics (*Wharton*).

Marc and Diane Spilker Corporate Governance Fund Fellowship (*Wharton*).

Pro Bono Honor Roll (*Ropes & Gray*).

## CONFERENCES AND PRESENTATIONS

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Academy of Legal Studies in Business Conference 2015 (Philadelphia, PA).\*

Academy of Legal Studies in Business Conference 2016 (San Juan, Puerto Rico).\*

4<sup>th</sup> Joint Bergamo-Wharton Business Ethics Conference 2016 (Bergamo, Italy).

Boston University Working Paper Intellectual Property Conference 2017 (Boston, MA).\*

The Diversity and Ethics Business Workshop 2017 (Philadelphia, PA).\*

Texas A&M Intellectual Property Scholars Roundtable 2017 (Forth Worth, TX).\*

Society of Business Ethics Conference 2017 (Atlanta, GA).\*

Association of Consumer Research 2017 (San Diego, CA).

Working Paper Intellectual Property Conference 2018 (Cleveland, Ohio).\*

Santa Clara Marketing Department 2018 (Santa Clara, California).\*

Journal of Marketing and Public Policy Conference 2018 (Columbus, Ohio).\*

\*Denotes presenting author.

## **SELECT DOCTORAL COURSEWORK**

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### **Research and Quantitative Methods:**

Empirical Models in Marketing (Eric Bradlow)  
Econ/OR Models in Marketing (Jagmohan Raju)  
Measurement and Data Analysis in Marketing (Christophe Van den Bulte)  
Research Methods in Marketing (Robert Meyer)  
Applied Regression and Analysis of Variance (Paul Rosenbaum)  
Introduction to Nonparametric Methods and Loglinear Models (Paul Rosenbaum)  
Strategic Management (Daniel Levinthal)  
Corporate Strategy (Harbir Singh)

### **Consumer Behavior, Law and Ethics:**

Information Processing: Perspectives on Consumer Behavior (Americus Reed)  
Judgment and Decision Making: Perspectives on Consumer Behavior (Deborah Small)  
Principles of Retailing (Bari Harlam)  
Law, Economics and Psychology (Tess Wilkinson Ryan)  
Foundations of Business Law (Nico Cornell)  
Ethics in Business and Economics (Alan Strudler)  
Political Philosophy (Kok-Chor Tan)  
Corporations Law (William Bratton)

## REFERENCES

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## APPENDIX I: DISSERTATION OVERVIEW

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### **Bad Brands: Identifying, Measuring, and Analyzing Brand Threats.**

Advisor: David Reibstein

Members: Americus Reed, Diana Robertson and Thomas Donaldson

The process of building and managing a brand is an important and critical aspect of marketing. However, brand equity can be threatened in various ways including by trademark dilution, patent infringement, and even internally via its own employees. This dissertation identifies, measures, and analyzes three sources of brand threats.

The law regulates how brands interact and compete. It does this mainly via trademark dilution laws. The first chapter focuses on developing a unique empirical framework that marketing managers, courts, and legal scholars can use to better understand trademark dilution laws.

Patent infringement is another form of brand threat. Courts and marketing scholars routinely use choice based conjoint to estimate the value of patented features of products. The second chapter focuses on the ways in which choice based conjoint inflates the value of certain attributes, calling into question these patent valuations.

Companies understand that they need to hold out employees as brand ambassadors—employee conduct reflects on the brand of the company. Recently, however, companies have begun to police employee behavior outside of the business context. The third chapter explores the effects on a company's brand of firing employees that do not comport with the company's brand image.

The goal of the dissertation is to highlight how marketing and branding scholars should be cognizant of various forms of brand threats. The dissertation seeks to influence branding strategies and public policy.

## APPENDIX II: SELECTED RESEARCH ASBTRACTS

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**Suneal Bedi and David Reibstein. “Measuring Trademark Dilution by Tarnishment”** (Under review at *University of Chicago Law Review*) (Marketing version in preparation for *Journal of Marketing*).

Brands can be diluted in many ways by third parties. In this paper, we seek to provide insight into how brands can be diluted by tarnishing marks. The law provides a cause of action for senior brands to sue similar junior brands that cause reputational harm, even when consumers are not confused as to the source of the brand. Previous work has been unable to find evidence of this so called ‘trademark tarnishment’ phenomenon. Across three studies we find evidence that brands can be diluted via trademark tarnishment. We find that when a junior tarnishing brand is introduced to consumers across multiple banner ad exposures, perceptions of the senior brand are harmed. This happens even though consumers know the two marks come from different sources. Our results are important for not only legal policy, but also marketing managers and ultimately consumer welfare.

**Suneal Bedi and David Reibstein. “Errors in Measuring Minor Attributes using Choice Modeling”** (Under review at *Journal of Marketing Research*).

Conjoint analysis and choice models are widely used today. Using choice based methods to understand preferences of major attributes is generally an easy task. However, there are many cases in which valuing minor attributes is of interest to researchers and policy makers. To estimate the willingness to pay for minor attributes, most conjoint analysis seeks to omit some major attributes and attempt to hold them constant throughout the choice task. This is an all too common occurrence in patent litigation and more recently in class action lawsuits. We show that when omitting major attributes, the willingness to pay estimations of included attributes are biased upwards. This effect is particularly pronounced for minor attributes. Using CBC simulations and a sample of 800 M-turk respondents and choices of automobile features, we use hierarchical Bayes estimation to show that certain minor features of automobiles seem to have a high WTP when major features are absent. The implications are that one should not use a conjoint for estimating demand or WTP for a minor attribute if major attributes are missing from the study.

**Suneal Bedi. “Marketing’s Ethical Blind Spot: Catering to Consumer Preferences”** (Under review at *Journal of Marketing*).

Marketers are guided by a longstanding mantra: *Consumers preferences are king*. In many ways, to be the best marketer is to create products and services that are directly aligned with consumer preferences. This paper focuses on the potential ethical issues associated with blindly catering to consumer preferences. The preoccupation with consumer preferences leads marketers to prioritize them, even if the preferences are perverse. This preoccupation can trigger a kind of cultural, group based harm. Turning our attention to this kind of group-based harm has two ethical implications for marketers. First, marketers should not cater to customer preferences in ways that create these harms by reinforcing social hierarchies and stereotypes. And second, marketers may even have a positive obligation to counteract and mitigate this kind of cultural harm by promoting cultural diversity in their marketing activities.

**“Consumer Responses to Employee Branding Decisions” with Americus Reed.**

Employees in many instances act as brand ambassadors. Managing employee behavior is mainly done through contracts that limit how they behave and what public positions they take. This paper explores what marketing managers should do when employees misbehave either inside or outside of the firm. Recent examples like the Google Damore memo show that companies often fire employees for actions that go against the company’s brand. We seek to explore how decisions to fire employees who stray from a company’s brand effect brand perceptions, likelihood of purchase, and brand attitudes of the target company.

**“Brand Recall Latency and Trademark Fame Designations” with Mike Schuster.**

This paper argues that brand recall latency should be the required evidence to proving a trademark is famous in infringement and dilution studies. Currently no empirical evidence is necessary to prove that a trademark/brand is famous. Across several studies, we show that using brand recall latency methods do provide reliable designations for fame and provide policy arguments on how these methods can bring more consistency to trademark fame designations.

**“Vector Autoregressive Models and Trademark Infringement” with David Reibstein.**

This paper provides a quantitative strategy with which courts can better asses trademark dilution damages. Vector Autoregressive models allow for more precise estimations of damages because they help tease apart a decrease in sales due to changes in brand associations. This paper also argues that VAR models can be used to predict dilution and hence argues for a “duty to cover” in trademark dilution lawsuits.