

---

## Rae Yule Kim, Ph.D.

---

Department of Marketing  
Feliciano School of Business  
Montclair State University

1 Normal Ave.  
Montclair, NJ 07043  
kimr@montclair.edu  
+1(973)6554315

---

### Summary of Qualifications

Dr. Rae Yule Kim is a leading social scientist specializing in the role of social influence in technology adoption. His publications have garnered more than 100,000 reads. He is the author of the forthcoming book *AI Hype: A Psychological, Economic, and Technological Analysis* and a contributor to the Cambridge Handbook series. Dr. Kim serves as an editor for PLOS ONE, one of the world's most highly cited multidisciplinary journals, and has served as an ad hoc reviewer for leading outlets, including IEEE/ACM Transactions and the Proceedings of the Royal Society. His research ranks among the top 1% in technology management by citation impact, and his contributions have been recognized by multiple research assessment and analytics organizations.

---

### Professional Experience

**Associate Professor of Marketing (with tenure), 2020 - present**

Feliciano School of Business, Montclair State University, Montclair, NJ

**Lecturer of Marketing, 2019 - 2020**

Rutgers Business School, Rutgers, The State University of New Jersey - Newark and New Brunswick, Newark and Piscataway, NJ

**Executive Apprenticeship, 2013-2015**

KACO New Energy GmbH, Neckarsulm, Germany

---

### Education

**Ph.D., Management (concentration in Marketing), 2020**

Rutgers Business School, Rutgers, The State University of New Jersey - Newark and New Brunswick, Newark and Piscataway, NJ

**M.S., Information Systems, 2017**

Carey Business School, Johns Hopkins University, Baltimore, MD

**B.S. (with honor), Politics, 2015**

University of Bristol, Bristol, United Kingdom

---

### Research Impact

- 80,000+ downloads on publisher websites, 20,000+ downloads on social media (Research Gate)
- 1,000+ citations in scientific publications over the last four years
- Research quoted by the World Bank, European Union, IBM Research, The Mail (the most circulated newspaper in the UK with 700,000+ subscribers), La Vanguardia (the most circulated newspaper in Catalonia, Spain with 80,000+ subscribers), and BNN (news agency in Hong Kong with 100,000+ subscribers)

- Ranked in the top 10% of marketing researchers by research impact and among the top 1% of all researchers who published for the first time in 2019 (ResearchGate)
- Ranked in the top researchers in engineering management based on research impact – 3rd out of 36,794 for five-year impact and 27th out of 36,794 for lifetime impact (ScholarGPS)
- Invited panelist in Clarivate's Academic Reputation Survey (used in the U.S. News & World Report University Rankings).

---

### Research Expertise

Social influence, social norms, social planning, online reviews, technology adoption

---

### Research Interest

My work investigates how social influence affects technology adoption decisions under uncertainty, with applications including online shopping behavior during the pandemic and public acceptance of humanoid robots. My research adds insight into how social influence can help people feel comfortable about taking risks and trying new technologies. Implications of my research include:

- How do social signals help people overcome a bias against risk?
- How do social signals influence people's judgments of new technologies?
- How do social signals influence decision-making under uncertainty?

---

### Refereed Publications ○ (11) = 'A' ranked journals in the ABDC list of business journals

1. Kim, Rae Yule (2026). Social Influence in AI Adoption. *IEEE Engineering Management Review*, forthcoming. (Impact factor: 6, h-index: 42, Q1)
2. Kim, Rae Yule (2026). Investigating Techonomy: The Multilevel Effect of R&D Investment on Economic Performance. *The Journal of Technology Transfer*, forthcoming. (Impact Factor: 5.6, h-index: 109, A, Q1) ○
3. Kim, Rae Yule (2026). What Makes Things Catch On? Understanding Consumer Engagement with Video Content on Social Media. *Electronic Commerce Research*, 26(1), 1039–1064. (Impact Factor: 4.03, h-index: 58, A, Q1) ○
4. Kim, Rae Yule (2025). The Prompt Imperative: How Generative AI is Rewriting the Rules of Advertising. *California Management Review*, [Link](#). (Impact Factor: 17.3, h-index: 164, A, Q1) ○
5. Kim, Rae Yule (2025). Redefining Marketing in the Era of Data. *California Management Review*, [Link](#). (Impact Factor: 17.3, h-index: 164, A, Q1) ○
6. Kim, Rae Yule (2025). Price Promotion Does Not Always Work: Online Reviews, Price-Quality Heuristics, and Risk Aversion. *Electronic Commerce Research*, 25(6), 5075-5104. (Impact Factor: 4.03, h-index: 58, A, Q1) ○
7. Kim, Rae Yule (2024). Anthropomorphism and Human-Robot Interaction. *Communications of the ACM*, 67(2), 80-85. (Impact Factor: 22.7, h-index: 249, A, Q1) ○

8. Kim, Rae Yule (2024). Being in a Crowd Shifts People's Attitudes Toward Humanoids. *International Journal of Social Robotics*, 16(3), 569-577. (Impact Factor: 5.2, h-index: 85, Q1)
  - Featured in BNN (Hong Kong) and The Academic (UK)
9. Kim, Rae Yule (2024). The Fifth Wave: The Sustainability Age and New Industrial Revolution. *IEEE Engineering Management Review*, 53(1), 106-114. (Impact Factor: 6, h-index: 42, Q1)
10. Kim, Rae Yule (2023). Gender and Workplace Promotion: A Case Study of a Multinational IT Corporation. *IEEE Transactions on Engineering Management*, 71, 5174 – 5181. (Impact Factor: 8.7, h-index: 117, A, Q1) ○
11. Kim, Rae Yule (2023). Text Mining Online Reviews: What Makes a Helpful Online Review? *IEEE Engineering Management Review*, 51(4), 145-156. (Impact Factor: 6, h-index: 42, Q1)
12. Kim, Rae Yule (2023). Bounded Rationality: Are Higher Online Review Ratings Always Better for Sales? *Behaviour & Information Technology*, 42(12), 1968-1979. (Impact Factor: 3.77, h-index: 103, A, Q1) ○
  - British Computer Society (BCS) interaction specialist group journal
13. Kim, Rae Yule (2022). Using Online Reviews for Customer Sentiment Analysis. *IEEE Engineering Management Review*, 49 (4), 162-168. (Impact Factor: 6, h-index: 42, Q1)
14. Kim, Rae Yule (2021). When Does Online Review Matter to Consumers? The Effect of Product Quality Information Cues, *Electronic Commerce Research*, 21 (4), 1011-1030. (Impact Factor: 4.03, h-index: 58, A, Q1) ○
15. Kim, Rae Yule (2021). What Makes People Happy? An Empirical Investigation of Panel Data. *Applied Economics Letters*, 28 (2), 91-94 (Impact Factor: 1.15, h-index: 67, B, Q2)
  - Lead article
16. Kim, Rae Yule (2021). Shopping with Robots. *Journal of Futures Studies*, [Link](#) (Impact Factor: 1.4, h-index: 27, unranked, Q1)
  - World Futures Studies Federation, UNICEF partner journal
17. Kim, Rae Yule (2020). The Impact of COVID-19 on Consumers: Preparing for Digital Sales. *IEEE Engineering Management Review*, 48 (3), 212-218. (Impact Factor: 6, h-index: 42, Q1)
  - Most popular articles, IEEE
  - Quoted by European Union, World Bank, IEEE Spectrum, IBM Research, and La Vanguardia (Spain)
  - Featured in World Health Organization Global Literature on COVID-19
18. Kim, Rae Yule (2020). The Influx of Skeptics: An Investigation of the Diffusion Cycle Effect on Online Review. *Electronic Markets*, 30 (4), 821-835. (Impact Factor: 8.5, h-index: 63, A, Q1) ○
19. Kim, Rae Yule (2020). An Unforeseen Story of Alpha Woman. *Applied Economics*, 52 (55), 6009-6021. (Impact Factor: 2.01, h-index: 121, A, Q2) ○
  - Featured in U.S. Bureau of Labor Statistics National Longitudinal Surveys Bibliography
  - Featured in The Rachel Hollis Podcast

20. Kim, Rae Yule (2020). The Value of Followers on Social Media. *IEEE Engineering Management Review*, 48 (2), 173-183. (Impact Factor: 6, h-index: 42, Q1)
21. Kim, Rae Yule (2020). Share of Voice: Findings from the U.S. Automotive Industry. *Economics Bulletin*, 40 (4), 3306-3312. (Impact Factor: 0.53, h-index: 38, C, Q3)
22. Kim, Rae Yule (2019). Does National Culture Explain Consumers' Reliance on Online Reviews? *Electronic Commerce Research and Applications*, 37, 100878. (Impact Factor: 6.01, h-index: 108, B, Q1)
  - Featured in Elsevier Research Selection and The Mail (UK)

---

### Scholarly Books and Chapters

23. Kim, Rae Yule (2026). AI Hype: A Psychological, Economic, and Technological Analysis. Cambridge University Press, forthcoming.
24. Kim, Rae Yule (2024). Online Reviews and Consumer Decisions, *The Cambridge Handbook of Cyber Behavior*, Cambridge University Press.

---

### Magazine Publications

25. Kim, Rae Yule (2025). Navigating Consumer Preferences: The Role of Social Signals in Overcoming Uncertainty. *IEEE TEMS Leadership Briefs*, 3(2), 1.
26. Kim, Rae Yule (2023). How to Market to Gen Z on Social Media, *IEEE Potentials*, 42(5), 20-22. (Impact Factor: 2, h-index: 41, Q3)
27. Kim, Rae Yule (2023). Data-Driven User Experience Design, *ACM Interactions*, 30(4), 56-58. (Impact Factor: 1.79, h-index: 62, Q2)
28. Kim, Rae Yule (2023). Robots in Healthcare, *ACM Interactions*, 30(1), 48-51. (Impact Factor: 1.79, h-index: 62, Q2)
29. Kim, Rae Yule (2023). How to Use Social Media (Properly) for Business? *ACM Interactions* (Impact Factor: 1.79, h-index: 62, Q2)

---

### Refereed Conference Publications and Presentations

30. Kim, Rae Yule (2025). Understanding the Role of Media in AI Acceptance, *Data Revolution: Empowering Humanity*, American Marketing Association, Chicago, IL
31. Kim, Rae Yule (2025). The Loss-Construal Rule and Construal Aversion: Why Do People Try New Things? *INFORMS Society for Marketing Science Conference*, Washington, DC
32. Kim, Rae Yule (2025). Positivity Bias in Processing Health Information, *Marketing in Service of Nature and Humanity*, American Marketing Association, Phoenix, AZ
33. Kim, Rae Yule (2024). When Do Price Promotions Fail? Price-Quality Heuristics, Risk Aversion, and Word of Mouth, *Reconnecting with Humanity*, American Marketing Association, Boston, MA

34. Kim, Rae Yule (2023). Unexpected Price Promotions Can Hurt Sales, *INFORMS Society for Marketing Science Conference*, Miami, FL
35. Kim, Rae Yule (2022). Retail After COVID-19: Use Virtual Reality to Enhance E-commerce, *IEEE Technology and Engineering Management Conference (IEEE TEMSCON)*, Izmir, Turkey (Virtual)
36. Kim, Rae Yule (2022). Online Review Helpfulness: Findings from Sentiment Analysis, *INFORMS Society for Marketing Science Conference*, Chicago, IL
37. Kim, Rae Yule (2022). Text Mining Customer Reviews: What Makes an Impactful Review? *Light in the Darkness: Marketing's Role in Driving Positive Change*, American Marketing Association, Chicago, IL
38. Kim, Rae Yule, Nina Belei, Rajiv Vaidyanathan, and Sandrine Heitz-Spahn (2022). From Eerie to Aww - Embracing the Imperfect Side of Humans Can Improve the Consumer-Robot Interaction, *Developments in Marketing Science: Proceedings of the Academy of Marketing Science*, Monterey Bay, CA
39. Kim, Rae Yule (2021). Do Social Media Followers Impact Sales? *INFORMS Society for Marketing Science Conference*, Rochester, NY
40. Kim, Rae Yule (2021). The Role of Anthropomorphism in Customer-Robot Interaction, *Reimagining Marketing*, American Marketing Association, Boston, MA
41. Kim, Rae Yule (2020). Predicting NFL Ticket Sales with Social Media Data, *Developments in Marketing Science: Proceedings of the Academy of Marketing Science*, Virtual
42. Kim, Rae Yule (2020). The Niche Effect: Are Social Media Followers for Niche Brands More Loyal? *Bridging Gaps: Marketing in an Age of Disruption*, American Marketing Association, Virtual
43. Kim, Rae Yule (2020). How Can Ad Spending Improve Market Dominance? The Competitive Effect of Advertising Spending on Market Share, *American Academy of Advertising*, Virtual
44. Kim, Rae Yule (2020). Selling After COVID-19, *Atlantic Marketing Association*, Chattanooga, TN
45. Kim, Rae Yule (2020). Do Social Media Followers Impact Sales? *Analysis for a Brave New Marketing World*, Society for Marketing Advances, Fort Worth, TX
46. Kim, Rae Yule (2019). Can Advertising Spending Increase Market Share? *Atlantic Marketing Association*, Asheville, NC
47. Kim, Rae Yule (2019). When Does Online Review Matter? *Changing the Rhythm of Marketing: Are We Listening?* Society for Marketing Advances, New Orleans, LA

---

### Grants, Honors, and Awards

Visiting Professor, Association of National Advertisers, 2025  
Program Committee, IEEE International Conference on Industrial Engineering and Engineering Management (IEEM), 2024-2025

Top Scholars in Engineering Management (5-Year Impact: 3/36,794; Lifetime Impact: 27/36,794), ScholarGPS, 2025  
Research Grant, Academy of Marketing Science and Association Française du Marketing (French Marketing Association), 2021  
Excellence in Scholarship Award, Montclair State University, 2021  
Dean's Research Grant, Rutgers, The State University of New Jersey, New Brunswick, 2019

---

## Editorial Service

### **Academic editor, PLOS ONE (2024 – present)**

I edit the social psychology and management science sections at PLOS ONE, a leading interdisciplinary journal. According to the h5 index, PLOS ONE (h-index: 500, h5-index: 244) ranks as the 28<sup>th</sup> most-cited journal among all scientific journals.

### **Ad-hoc reviewer, 135 scientific publications**

Electronic Commerce Research (h-index: 53, A, Q1)  
Behavior and Information Technology (h-index: 95, A, Q1)  
IEEE Transactions on Engineering Management (TEM) (h-index: 112, A, Q1)  
IEEE Transactions on Data and Knowledge Engineering (h-index: 233, unranked, Q1)  
IEEE Engineering Management Review (h-index: 42, unranked, Q1)  
ACM Transactions on Human Robot Interaction (h-index: 22, unranked, Q1)  
Proceedings of the Royal Society B (h-index: 313, unranked, Q1)  
PLOS ONE (h-index: 500, unranked, Q1)  
Journal of Organizational Computing and Electronic Commerce Research (h-index: 48, A, Q1)  
Journal of Business Ethics (h-index: 253, A, Q1)  
Journal of Advertising (h-index: 132, A, Q1)  
California Management Review (h-index: 155, A, Q1)  
European Journal of Marketing (h-index: 154, A\*, Q1)  
Psychology & Marketing (h-index: 143, A, Q1)  
Journal of Consumer Affairs (h-index: 74, A, Q1)  
AIS Transactions on Human-Computer Interaction (h-index: 21, A, unranked)  
Human Resource Management (h-index: 102, A\*, Q1)  
British Journal of Management (h-index: 133, A\*, Q1)  
Gender, Work & Organization (h-index: 101, A, Q1)  
Personnel Review (h-index: 96, A, Q1)  
Applied Economics (h-index: 113, A, Q1)  
Finance Research Letters (h-index: 101, A, Q1)  
Sociological Inquiry (h-index: 63, A, Q1)

*Other journals and conferences:* Electronic Commerce Research and Applications, IEEE Access, Journal of Open Innovation, Mathematical Problems in Engineering, Applied Sciences, Behavioral Sciences, Frontiers in Psychology, Frontiers in Artificial Intelligence, Frontiers in Public Health, Behavioural Brain Research, Economics Bulletin, Sustainability, Processes, International Journal of Environmental Research and Public Health, Journal of Research in Interactive Marketing, Journal of Global Fashion Marketing, International Journal of Human-Computer Interaction, ISPRS International Journal of Geo-Information, Cogent Business and Management, IEEE Consumer Electronics Magazine, Rutgers Business Review, Heliyon, Axioms, American Marketing Association, Association for Consumer Research, Society for Marketing Advances, Academy of Marketing Science, Decision Science Institute, IEEE IEEM, IEEE TEMS, IEEE Humanoids

---

## Professional Service

### **Program Committee, IEEE International Conference on Industrial Engineering and Engineering Management, Melbourne, Australia (2025)**

IEEE IEEM 2025, jointly led by the IEEE Systems, Man, and Cybernetics Society and the IEEE Technology and Engineering Management Society and supported by industry leaders including Siemens, Ford Motor Company, and Airbus, is a premier global forum for advancing research and practice in engineering management and e-commerce. As a member of the IEEM 2025 Program Committee, I led the “E-Business and E-Commerce” track and served as a reviewer for the conference’s Best Paper Award selection process.

### **Visiting professor, Association of National Advertisers (2025)**

I was invited for the ANA Visiting Professor Program, where I collaborated with leading marketing scholars and chief marketing officers from organizations including IBM, Mastercard, and the National Football League to shape discussions on emerging marketing trends and their integration into executive and academic education.

### **Conference session chair, American Marketing Association Conference (2025)**

I organized the session titled Digital and Social Media Marketing - The Power of Cues and Signals in Virtual Spaces at the American Marketing Association's Winter Academic Conference. This conference is widely recognized as one of the leading events in the field of marketing.

### **Consulting, AGIBOT Ltd. (2025)**

AGIBOT, a leading developer of humanoid robotics and artificial intelligence and a participant in IEEE CES 2025 in Los Angeles, engaged me to advise on the global positioning and commercialization of its humanoid robotics portfolio, including the Dex line and flagship models RAISE A1 and X1, which drew international attention following the viral “one million robot workers” campaign. I advised the company on advancing human-robot interaction strategy, broadening market penetration beyond early adopters, and strengthening international customer acquisition, engagement, and revenue growth.

### **AACSB review panel (2024)**

I participated in a peer review discussion on Research and Societal Impact as part of the AACSB certification process. During the discussion, I emphasized the imperative that our research generate demonstrable societal impact and exert meaningful influence far beyond the confines of academia. I further highlighted the strategic importance of disseminating research through highly engaging new media platforms, including podcasts, to broaden public reach and strengthen engagement with business leaders, policymakers, and government stakeholders. As an example of substantive policy influence, I noted that my research was cited by the World Bank and the European Union in the formulation of economic policy responses to the COVID-19 pandemic.

### **Committee chair, Faculty Development and Research Committee (2024-present)**

I helped drive measurable improvements across the faculty’s research ecosystem by advancing three strategic priorities: (1) strengthening faculty engagement and research culture, resulting in increased interdisciplinary participation and higher research output; (2) expanding industry collaboration initiatives, which accelerated partnerships supporting both research and business programs; and (3) elevating research visibility and external collaboration through coordinated publicity and outreach efforts that broadened institutional recognition and stakeholder engagement. These initiatives contributed to stronger faculty participation, expanded industry connectivity, and greater external exposure for research activities.

**Panelist speaker, Association of National Advertisers (2024)**

I was invited to serve as a panel speaker at the Association of National Advertisers University Member Meeting, a leading forum convening senior marketing executives, academic leaders, and industry partners to advance marketing education and innovation. During the session, I presented on the strategic impact of academic-industry collaborations and capstone programs in strengthening experiential learning, industry readiness, and student career outcomes.

**Program Committee, IEEE International Conference on Industrial Engineering and Engineering Management, Bangkok, Thailand (2024)**

I served on the Program Committee for IEEE IEEM 2024, a premier international conference jointly led by the IEEE Systems, Man, and Cybernetics Society and the IEEE Technology and Engineering Management Society. In this role, I helped lead the “E-Business and E-Commerce” track, overseeing the evaluation and coordination of research submissions, and contributed to the selection process for the conference’s Best Paper Award.

**Consulting, YOGO, New York (2024 – present)**

YOGO is an emerging social networking platform designed to strengthen real-world human connection through integrated messaging, scheduling, and social coordination capabilities. I collaborated with the founder of Zoo by Chewy and the FIFA World Cup 2026 NYNJ Host Committee to evaluate the platform’s market applicability, user engagement strategy, and long-term positioning within the evolving social technology landscape. I advised on product positioning, audience expansion, and go-to-market strategy to accelerate adoption, strengthen user retention, and increase the platform’s international visibility and commercial potential.

**Consulting, Articulate.AI, New York (2024-present)**

Articulate.AI is a generative AI company specializing in advanced chatbot applications and conversational intelligence systems. In collaboration with computer science faculty at Columbia University, I lead research examining the behavioral and operational factors that differentiate customer segments and optimize customer flow management through natural experimental methodologies. This work focuses on applying AI-driven analytics to improve customer engagement efficiency, service allocation, and decision-making performance at scale.

**Consulting, Lean In - Latina Surge, New York (2022-present)**

I advised on strategic initiatives to expand access to STEM education and strengthen the pipeline for underrepresented groups in technology through my collaboration with the Lean In Network – Latina Surge. This partnership directly informed the design and implementation of an industry-aligned capstone project embedded within the school’s marketing curriculum. Following a year of structured engagement with key stakeholders, I led the launch and execution of the Marketing Research capstone in Fall 2023, ensuring full integration of industry objectives, applied research outcomes, and student performance deliverables.

**Committee chair, Student Services Committee (2022 – 2023)**

The committee is responsible for advancing student academic performance and career readiness to strengthen pathways for social mobility. We implemented structured online tutoring services and conducted targeted surveys to assess student awareness and utilization, using the findings to optimize access, particularly for students balancing employment with full-time study. During Student Appreciation Week, we led the design and execution of engagement initiatives aimed at reinforcing student belonging and institutional integration. In parallel, we coordinated the promotion of student-led career development activities and administered funding allocations to ensure effective delivery and measurable impact of these programs.

**Conference session chair, Society for Marketing Advances (2022)**

I co-chaired the panel session “Toward a Research Agenda for the Future of Social Selling in Business-to-Business Markets” at the annual Society for Marketing Advances (SMA) conference (Tier 1), where I directed the development of the session’s thematic agenda and coordinated the framing of priority research directions for scholarly presentations.

**Faculty advisor, Unilever Future Leaders League (2021)**

I advised a cross-disciplinary team of three students from the finance and marketing departments in the development of brand extension strategies for Unilever’s North America Future Leaders League. The project focused on extending the Talenti brand into new product categories, where we developed a structured proposal for Italian-inspired healthy meal kits. The team’s solution was evaluated competitively and ranked 4<sup>th</sup> place in the final competition.

**Conference session chair, Academy of Marketing Science (2020)**

I was appointed Session Chair for “Digital and Social Media Marketing” at the Academy of Marketing Science Annual Conference (Tier 1), where I directed the selection and curation of research papers for presentation and ensured alignment with the session’s thematic and scholarly standards. In response to the COVID-19 pandemic, the conference was transitioned to an asynchronous online format, and I oversaw the adaptation and coordination of the session within this revised delivery structure.

**Admission interviewer, Honors College – Rutgers University (2019)**

I evaluated applicants’ leadership capability and critical thinking competencies for admission to the Honors Living Learning Community (HLLC) at Rutgers University. As part of an alternative admissions pathway to the traditional selection process, the HLLC admissions track emphasizes demonstrated student potential through structured in-person interviews and group simulations designed to assess the application of diverse intelligences in collaborative problem-solving contexts.

**Future Generation’s Council, People’s Power Party, South Korea (2012-2013)**

Reporting directly to President Park Geun-hye, we formulated policy directives addressing critical issues impacting youth, including university tuition policy, labor and working conditions, and support frameworks for young migrants, with an emphasis on scalable implementation and measurable social outcomes.

---

**Teaching Expertise**

Technology marketing, marketing analytics

---

**Teaching Experience**

Data Driven Marketing (MBA), Montclair State University (CRE: 4.5/5.0), 2023 - present  
Marketing Analytics, Montclair State University (CRE: 4.5/5.0), 2022 – present  
Marketing Research, Montclair State University (CRE: 4.5/5.0), 2020 - present  
Integrated Core Marketing, Montclair State University (CRE: 4.3/5.0), 2020 – present  
Introduction to Marketing, Rutgers, The State University of New Jersey (CRE: 4.3/5.0), 2019-2020

---

**Affiliations**

American Marketing Association (AMA)

Academy of Marketing Science (AMS)

Association for Computing Machinery (ACM)

IEEE Technology and Engineering Management Society (IEEE TEMS)

Institute for Operations Research and the Management Sciences (INFORMS)

Society for Marketing Advances (SMA)