

Susan Cadwallader

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EDUCATION

- Ph.D. Business Administration, Emphasis: Marketing, W. P. Carey School of Business, Arizona State University, 2003.
- M.S. Marketing, J. Mack Robinson College of Business Administration, Georgia State University, 1988.
- B.B.A. Management, Terry College of Business, University of Georgia, 1983.

EMPLOYMENT HISTORY

Associate Professor, Mihaylo College of Business and Economics, California State University, Fullerton (2006-present)

Assistant Professor, Mays Business School, Texas A&M University (2003-2006)

Visiting Assistant Professor, Mays Business School, Texas A&M University (2002-2003)

Instructor and Research/Teaching Assistant, Arizona State University (1998-2002)

Research Assistant, Center for Services Leadership at ASU (1999-2001)

Director of Marketing, AvData Systems, an ITC^Deltacom Company (1994-1998)

Managed product development and marketing department responsible for new product design, public relations, promotions, sales training, and market research activities of a rapidly growing data network management service provider. Managed personnel and outside vendor contracts.

Other Marketing Positions held 1983-1998:

Director of Marketing, VoiceCom Systems and Async, an MCI Company (merged)

Voicecom (interactive voice response services) – Led both the product development and customer service departments responsible for marketing research, product management, promotions, sales support, and client support. *Async* (voice messaging services) – Responsible for developing and implementing corporate marketing and product strategies including public relations, promotions and sales training.

Manager of New Product Marketing, BellSouth Intelligent Messaging Services, Inc.

Developed new services and their affiliated tactical plans including financial and market penetration goals for regional telecommunications company. Integrated product marketing plans into overall business unit strategy.

Manager of Marketing Research, Information America, a West Publishing Company

Designed, executed and presented comprehensive research results and recommendations to senior management using statistical analysis methodologies for innovative on-line database company—one designated as one of the Atlanta Fast Tech 50 and *Inc. Magazine* Top 500.

Sales Representative, Solvay Pharmaceuticals (formerly Reid-Rowell)

Responsible for promoting product benefits to physicians and hospitals. Generated product sales through pharmacies managed wholesaler accounts for major ethical pharmaceutical company.

AWARDS AND GRANTS

Faculty

CSUF, Center for Community Engagement and Services-Learning, Grant, AY 2007
CSUF, VP for Academic Affairs Summer Research Grant (DE Project), AY 2007
CSUF, CBE Instructional Innovation Award (Group Project Design), AY 2006
CSUF, President's Intramural Faculty Research Grant (DE Project), AY 2006
CICE, Travel Grant (Benchmark 3.5 Conference on Nonprofit Studies), AY 2010
MCBE, Summer Research Grant (Community Engagement Project), AY 2010
MCBE, Summer Research Grant (NASCAR Project), AY 2009
MCBE, Match to Intramural Faculty Research Grant (NASCAR Project), AY 2006

Graduate Student

AMA-Sheth Foundation Doctoral Consortium Fellow, University of Miami, 2001
ASU Graduate Scholars Fellow, 1998-2001
ASU Center for Services Leadership Research Award, 2001
ASU Marketing Doctoral Student Teaching Excellence Award, 2001
ASU Center for Services Leadership Research Award, 2000

RESEARCH INTERESTS AND PUBLICATIONS

(See Appendix: Research Summary and Research Status)

Research Interests

Services Marketing and Management Strategy

Designing, implementing and utilizing innovative services; selling the value proposition of service and service-technology solutions in business-business or business-consumer contexts; role of customers and frontline employees in embracing strategic change initiatives.

Adoption of Innovation

Seeking cognitive and behavioral explanations of learning as related to consumer and organization adoption of innovations; the impact of social and work contexts on initial and lasting behavior change.

Publications

Cadwallader, Susan, Aubrey Lebard and Catherine Atwong (forthcoming 2013), “Proposing Community Engagement Activities into the Marketing Curriculum.” *Marketing Education Review*.

Cadwallader, Susan, Tom Boyd and Aaron Thomas (forthcoming 2012), “NASCAR—Driving Relationship Equity through the Supply Chain.” in *Handbook of Research in Relationship Marketing*. Editors: Robert Morgan, George Deitz and Janet Parish. Publisher: Elgar.

Cadwallader, Susan, Tom Boyd and Aaron Thomas (2012), “Affinity and Beyond: Leveraging NASCAR’s Integrated Supply Network to Drive Fan Equity,” *Journal of Marketing Channels*, 19:3. 193-211.

Cadwallader, Susan, Cheryl Burke Jarvis, Mary Jo Bitner and Amy Ostrom (2010), “Frontline Employee Motivation to Participate in Service Innovation Implementation,” *Journal of the Academy of Marketing Science*, 38 (2), 219-239.

Parish, Janet Turner, Susan Cadwallader and Paul Busch (2008), “Want to, Need to, Ought to: Employee Commitment to Organizational Change,” *Journal of Organizational Change Management*, 21 (1), 32-52.

Berry, Leonard L., Venkatesh Shankar, Janet Turner Parish, Susan Cadwallader and Thomas Dotzel (2006), “Creating New Marketing through Service Innovation,” *MIT Sloan Management Review*, Winter, 47 (2), 56-63.

Reprints

Berry, Leonard L., Venkatesh Shankar, Janet Turner Parish, Susan Cadwallader and Thomas Dotzel (2006), “Crear Nuevos Mercados Mediante la Innovación en Los Servicios”, *Harvard Deusto Business Review*, October, Numero 150, 68-72.

Berry, Leonard L., Venkatesh Shankar, Janet Turner Parish, Susan Cadwallader and Thomas Dotzel (2006), “Creating New Marketing through Service Innovation,” in *Services Marketing—People, Technology, Strategy*, 6th Edition, Eds. Christopher Lovelock and Jochen Wirtz, 478-484.

Under Review or Preparing for Initial Review

Cadwallader, Susan, Mary Jo Bitner, Robert Roundtree and Carol Kulik, “Contingency of Promotional Incentives to Motivate Trial and Future Usage of Internet-Based Services.” Submitting: *Marketing Letters*. Target: Nov 2011.

Work in Progress

Bridges, Claudia and Susan Cadwallader, “Conventional, Hybrid and Distance Education: Understanding and Addressing Perceived Student Risk on Learning Outcomes.” Target Journal: *Journal of Marketing Education*.

Cadwallader, Susan, “Customer and Employee-Customer Adoption of Technology Initiatives.” Status: ideation and conceptual model. Target Journal: *Journal of Service Research*.

Cadwallader, Susan, “Creeping versus Sweeping: The Clear Case for Incrementalism in Service Strategy Implementation.” Status: ideation. Target Journal: *Journal of Service Research*.

Conference Proceedings, Presentations and Other

Atwong, Catherine, Susan Cadwallader and Aubrey LeBard (2012), “Learning Assignments That Also Enhance Social Responsibility: No Heavy Lifting Required,” *Marketing Educators’ Association Conference Proceedings*, April, Long Beach, CA.

Cadwallader, Susan, Aubrey Lebard and Catherine Atwong (2009), “Introducing Community Engagement Activities into the Marketing Curriculum,” *Marketing Educators’ Association Conference Proceedings*, April, Newport Beach, CA.

Brodowsky, Glen, Susan Cadwallader, Neil Granitz and Deborah McCabe (2009), “Recruiting – Art or Science?” Special Session Presentation, *Marketing Educators’ Association Conference Proceedings*, April, Newport Beach, CA.

Boyd, Tom, Claudia Bridges, Susan Cadwallader, Neil Granitz, Katrin Harich and Renee Shaw-Hughner (2008), “The Class Less Traveled –Teaching Innovations that Make a Difference,” Special Session Presentation, *Marketing Educators’ Association Conference Proceedings*, April, Salt Lake City, UT.

Bridges, Claudia and Susan Cadwallader (2007), “Consumer Risk Perceptions and the Successful Delivery of Services with Credence Qualities OR Dealing with the Unknown: How Am I Going to Perform in the Class?” *Marketing Educators’ Association Conference Proceedings*, April, San Antonio, TX.

Bridges, Claudia, Susan Cadwallader and Sujan Dan (2004), “Marketing Credence Goods: An Assessment of Risk,” *AMA 13th Annual Frontiers in Services Conference Abstracts*, 60-61.

Cadwallader, Susan and Janet Turner Parish (2004), “Learning from Innovation Implementation and the Impact on Market Value Creation,” Special Session Presentation, *AMA 2004 Winter Educators’ Conference Proceedings*, Volume 15.

Cadwallader, Susan and Amy Ostrom (2004), “Employee Motivation to Recommend Consumer Self-Service Technologies,” Special Session Presentation, *AMA 2004 Winter Educators’ Conference Proceedings*, Volume 15.

Parish, Janet Turner and Susan Cadwallader (2004), “Frontline Employee Perceptions of Strategic Implementation: The Multiple Roles of Employee Relationship Quality,” *AMA 12th Annual Frontiers in Services Conference Abstracts*, 106-107.

DeFanti, Mark and Susan Cadwallader (2003), “The Effect of Customers’ Perceptions of a Change to a Dual-Purpose Name Change on a Firm’s Stock Price,” *AMA 2003 Summer Educators’ Conference Proceedings*, Volume 14, 272-273.

Cadwallader, Susan (2003), “100 Years of Ford—Setting the Benchmark for Customer Service,” *The Edge--a Publication of the Business Student Council at Texas A&M*, Fall, 10-12.

Cadwallader, Susan, Alina Sorescu and Jelena Spanjol (2003), “Is the Extra Mint Always Worth It? Selective Investment in Customer Satisfaction Rewards Your Customers and Your Company,” invited commentary, *Retailing Summit Proceedings*, Center for Retailing Studies, Texas A&M University.

Bridges, Claudia and Susan Cadwallader (2001), “Marketing Distance Education: Classification of Risks Perceived by Administrators, Faculty and Students,” *AMA Summer Educators’ Conference Proceedings*, Volume 13, 410-411.

Cadwallader, Susan (2001), “Customer Adoption of Internet Self-Service Technologies: The Effect of Motivation and Incentive Timing on Service Trial and Persistence,” Special Session Presentation, *AMA Winter Educator’s Conference Proceedings*, Volume 12, 71-72.

Cadwallader, Susan and Mary Jo Bitner (2000), “Customer Adoption of Internet Self-Service Technologies: The Effect of Incentive Timing on Trial, Performance and Persistence,” *AMA-INFORMS 9th Annual Frontiers in Services Conference Abstracts*, Nashville, TN.

TEACHING

Courses Taught (CSUF)

Undergraduate

MKTG 351 - Principles of Marketing (core)
MKTG 465 - Services Marketing (elective)
MKTG 489 - Strategic Marketing (capstone)
HONR 497 – Honors Project (independent)

Graduate

MKTG 596 - Services Marketing (MBA)
MKTG 596 - Services Marketing (FEMBA)

MKTG 351 provides coverage of introductory marketing management concepts, analysis techniques, and activities. The course provides a comprehensive introduction of managerial marketing for students, whether or not they are planning a marketing career. Topics include customer segmentation, marketing plan, and global marketing.

MKTG 465 and MKTG 596T are designed to instill knowledge needed in order to implement quality services and customer service strategies. Specifically, students learn to measure service quality and how to calculate customer lifetime value. They design comprehensive service maps, conduct research, and develop customer relationship strategies on the behalf of a non-for-profit agency client.

MKTG 489 focuses on the formulation and implementation of marketing strategies. Developing a marketing strategy involves crafting a marketing mix to target a specific market segment. The Harvard Case Methodology is used to simulate the complexity of analyzing, deciding upon and implementing marketing strategies. The course is designed to enhance both understanding and application of decision-making and analytical skills.

Student Group Project Clients (CSUF)

For Profit

ARR (risk management and insurance)
Chivas USA (MLS soccer)
Full Circle Wireless (e-recycling)
Line Leap (mobile food ordering)
mUrgent (e-loyalty marketing)
REMM Group (property management)
Spectrum Communications (networks)
Get Flipped! (media & promotions)

Non For Profit

OC Parks (parks and museums)*
City of Stanton (community services)
OC Animal Care (animal adoption)
2nd Harvest Food Bank (food distribution)
Shanti OC (HIV/AIDS support)
WE Care (eldercare training program)
Nat'l Assn of Geoscience Teachers (prof)
OC Great Park (historical park)
Canyon Ranch Family Services (counseling)
Community SeniorServ (senior food)
East Fullerton Little League (sports)
La Habra 4-H Club (leadership)

*CICE Community Partner Award Winner AY 2009

SERVICE ACTIVITIES

Academy

Officer (National)

- Immediate Past President AY 2012
- President AY 2011, Marketing Educators' Association
- President Elect AY 2010, Marketing Educators' Association
- VP and Co-chair of Programs AY 2009, Marketing Educators' Association

The Marketing Educators' Association (MEA) is the premiere international organization for faculty development of the marketing professoriate. The organization's mission is to provide worldwide leadership in promoting the development and sharing of scholarship that enhances marketing education and advances marketing knowledge and practice.

Other Professional Affiliations

- Member, Academy of Marketing Science (since 2009)
- Member, American Marketing Association (since 1988)
- Member, Alpha Kappa Psi Professional Business Fraternity (since 1980)
- CSUF Chapter Secretary and Member, The National Honor Society of Phi Kappa Phi (since 2008)

Journal Reviewer

- Ad Hoc Grant Proposal Reviewer, National Science Foundation
- Ad Hoc Reviewer, *Journal of the Academy of Marketing Science*
- Ad Hoc Reviewer, *Journal of Retailing*
- Ad Hoc Reviewer, *Journal of Marketing Education*
- Ad Hoc Reviewer, *Journal of Product Innovation Management*

Conference Reviewer

- Reviewer, Marketing Educators' Conference, San Diego, CA, 2011
- Reviewer, Marketing Educators' Conference, Seattle, WA 2010
- Reviewer and Chair, Marketing Educators' Conference, Newport Beach, CA, 2009
- Reviewer and Chair, Marketing Educators' Conference, Salt Lake City, UT 2008
- Reviewer, Academy of Marketing Science Conference (AMS), IESéG Lille, France, 2010
- Reviewer, Academy of Marketing Science Conference (AMS), Coral Gables, FL, 2007
- Reviewer, AMA Frontiers in Services Conference, Tempe, AZ, 2005
- Reviewer, AMA Winter Educators' Conference, San Antonio, 2005
- Reviewer, AMA Frontiers in Services Conference, Miami, FL, 2004
- Reviewer, AMA Summer Educators' Conference, Boston, MA, 2004
- Reviewer, AMA Winter Educators' Conference, Scottsdale, AZ, 2004
- Reviewer, AMA Frontiers in Services Conference, Washington, DC, 2003
- Reviewer, AMA Summer Educators' Conference, Chicago, IL, 2003
- Reviewer, AMA Summer Educators' Conference, Washington, DC, 2001
- Reviewer, AMA SERVSIG Conference, Sydney, Australia, 2001
- Session Chair, AMA Sheth-Foundation Doctoral Consortium, Texas A&M, 2004

Speaker

- Presenter, AACSB International Conference, Anaheim, CA, 2010, "Planning the New Learning Environment—A Collaboration of CSUF's Mihaylo College and Steelcase/Tangram Interiors"

University

General

- Board Member & Secretary, The Honor Society of Phi Kappa Phi, Chapter 101, 2009-present
- Curriculum Committee and Marketing Committee, Gerontology Program Council, 2011-present
- Workshop Leader, Gianneschi Summer School for Non-profits, "Exceeding Your Customer's Expectations", 2010-present
- Service-Learning Faculty (designation), Center for Internships and Community Engagement, 2009-present
- Member, Faculty Development Center Advisory Board, 2007-2009
- Guest Lecturer, Dr. Pauline Abbott's Gerontology Graduate Seminar, Fall 2008, Fall 2011

Mihaylo College of Business and Economics

- Workshop Leader, MBA Welcome Seminar, “Succeeding with the Case Method”, Attendees: Enrolled Students, AY 2009-present
- Discussion Leader (ad hoc), Mihaylo MBA ‘Find Your Focus’, Attendees: Applicants with Offers, AY 2010-present
- Discussion Leader (ad hoc), The Mihaylo MBA Experience, “Succeeding with the Case Method”, Attendees: Prospective Applicants, AY 2009-present
- Participant/Host, Professor for Day Program, AY 2008, AY 2009, AY 2012
- Member & Peer Institution Chair, MBA Task Force Committee, 2008
- Classroom Technology, Informal Champion of SGMH 2505 ‘Learning Lab’, ongoing*

Marketing Department

- Chair, Curriculum Committee, 2007-present
- Member, Executive Committee, 2008-present
- Member, Recruiting Committee, 2007-2009

Pre-CSUF

- Faculty Co-Advisor, AMA Collegiate Chapter, Texas A&M, 2002-2006
- Judge, Wells Fargo Finance Student Case Competition, Texas A&M, 2005

Business

- Guest Speaker, VACOC Vietnamese American Chamber of Commerce, “The True Power Behind Successful Service Businesses”, Fall 2010*
- Guest Speaker, TAPS Fish House and Brewery, “The True Power Behind Successful Service Businesses”, Spring 2007

Non-profit

- Speaker, National Association of Geriatric Care Managers, OC Chapter, “Discovering the Soul of Personal Services Marketing”, Santa Ana, CA, 2009
- Workshop Leader, WOMAN SAGE Starting Over at 40 Workshop, “Marketing Yourself: An Application of the 7 P’s of Marketing”, Irvine, CA, 2008*

Press Coverage: See *OC Register* article about Women Sage in Appendix C.

APPENDIX: RESEARCH SUMMARY

Refereed Journal Publications

Cadwallader, Susan, Aubrey Lebard and Catherine Atwong (forthcoming 2013), “Proposing Community Engagement Activities into the Marketing Curriculum.” *Marketing Education Review*.

Community service and service learning (CS&SL) exposes students to the business practice of giving back to society while reinforcing classroom learning in an applied real-world setting. However, does the CS&SL format provide a better means of instilling the benefits of community service among marketing students than community-based learning (CBL), a modification of client-sponsored projects using nonprofit organizations that emphasize societal benefits? A series of three studies reveals that CBL renders results that are more favorable than CS&SL by enhancing student awareness and perceived benefits of community service at the undergraduate and graduate curriculum levels.

Cadwallader, Susan, Tom Boyd and Aaron Thomas (2012), “Affinity and Beyond: Leveraging NASCAR’s Integrated Supply Network to Drive Fan Equity,” *Journal of Marketing Channels*, 19:3. 193-211.

NASCAR serves as the context for a case study in which the concept of fan equity—the net present value of current and future fan revenue—is considered integral to its supply network. We posit that fan equity is driven by relationship equity created through relationship-building activities generated by the NASCAR governing body, sponsors, tracks, teams, drivers, the media and fans themselves. This study suggests that the driving force of relationship equity is the cooperation of these entities, each of which recognizes the value of supply network relationships and leverages the investment in relationship-building and cooperative-marketing efforts to create, nurture, and grow fan equity.

Cadwallader, Susan, Cheryl Burke Jarvis, Mary Jo Bitner and Amy Ostrom (2010), “Frontline Employee Motivation to Participate in Service Innovation Implementation,” *Journal of the Academy of Marketing Science*, 38 (2), 219-239.

Companies today face the challenge not only of designing innovative customer-focused service strategies to compete and grow but also of translating such strategies into results through successful execution. Experience and research demonstrate the difficulty of such an execution, but little research in marketing has focused on strategy implementation. Prior research has suggested that frontline employee participation is critical to successful innovation implementation, particularly in service contexts. We develop a theoretical model to investigate the complex role of motivation in engaging employee participation in service innovation implementation and test it with field data from a real-world context. The study contributes to motivation research in marketing by adapting and extending a hierarchical conceptualization from psychology that incorporates three levels of motivation: global, contextual, and situational. We also investigate the antecedents managers can control to increase employee motivation to participate in implementation efforts and subsequently to improve participation behaviors that are critical to the successful implementation of a customer service innovation.

Parish, Janet Turner, Susan Cadwallader and Paul Busch (2008), “Want to, Need to, Ought to: Employee Commitment to Organizational Change,” *Journal of Organizational Change Management*, 21 (1), 32-52.

This study aims to focus on the role of employee commitment in the success of organizational change initiatives. The authors seek to propose and test a model that delineates antecedents and consequences of affective, normative, and continuance commitment to organizational change. The results demonstrate that the antecedents: fit with vision, employee-manager relationship quality, job motivation, and role autonomy all influence commitment to change. Notably, affective commitment, which in turn influences employee perceptions about improved performance, implementation success, and individual learning regarding the change, had the greatest impact.

Berry, Leonard L., Venkatesh Shankar, Janet Turner Parish, Susan Cadwallader and Thomas Dotzel (2006), “Creating New Marketing through Service Innovation,” *MIT Sloan Management Review*, Winter, 47 (2), 56-63.

Many companies make incremental improvements to their service offerings, but few succeed in creating service innovations that generate new markets or reshape existing ones. To move in that direction, executives must understand the different types of market-creating service innovations as well as the nine factors that enable these innovations.