

S. Allen Broyles, Ph.D.

Current Vitae

**Associate Professor of Marketing
California State University, Fullerton**

CONTACT INFORMATION

University

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EDUCATION

- Ph.D. The University of Tennessee, July, 2005. Major: Marketing. Minor: Cultural Studies.
- M.B.A. The University of Tennessee, 1985. Concentration: Marketing.
- B.S. University of Tennessee, 1979. Major: Marketing

RESEARCH

Research philosophy:

To contribute to, and positively impact marketing's scientific body of knowledge. A strategic long-term focus is to strengthen our awareness and understanding of cross-cultural consumer similarities and differences. An equally important goal of my research program is to develop knowledge that can be disseminated to practitioners to help them more successfully market their products and services in disparate foreign cultures, in order to help firms increase their potential to achieve their international goals.

Refereed journal publications:

Susan L. Golicic, S. Allen Broyles, and Robert B. Woodruff (2003). "A Conceptual Look at the Influence of Relationship Structure on the Disconfirmation Process in a Business-to-Business Context". *Journal of Customer Satisfaction, Dissatisfaction and Complaining Behavior*, Volume 16, 2003 (Article published).

Robert H. Ross; S. Allen Broyles, and Thaweephan Leingpibul (2007). "Alternative Measures of Satisfaction In Cross-Cultural Settings". *Journal of Product and Brand Management*, Volume 16, 2007 (Article to be published in their December 2007 issue).

Refereed conference proceedings publications

S. Allen Broyles, Matthew B. Myers, and Robert B. Woodruff (2003). "Exploring the Influence of Culture on the Customer Satisfaction Process". *American Marketing Association Winter Educators' Conference*. Global Marketing Track. Orlando, Florida (*Abstract published in conference proceedings*).

S. Allen Broyles, David W. Schumann, and Robert B. Woodruff (2004). "The Significance of Consumers' Mode of Thought in International Marketing". *Academy of Marketing Science Annual Conference*. International Marketing Track. Vancouver, B.C., Canada (*Article published in conference proceedings*).

S. Allen Broyles and David W. Schumann (2004). "A Perspective of the Potential Differential Influence of Brand Equity's Experiential and Functional Antecedents and its Consequences on U.S. and Mainland Chinese Consumers". *Academy of International Business Southeast (USA) Annual Meeting*. Knoxville, Tennessee (*Extended abstract published in conference proceedings*).

S. Allen Broyles, and David W. Schumann (2007). "Cross-Culturally Testing a Brand Equity Antecedent/Consequence Model". *Academy of Marketing Science Annual Conference*. International/Multinational Marketing Track. Coral Gables, Florida (*Article published in conference proceedings*).

Refereed conference and presentations:

S. Allen Broyles (2002). "Culture and Customer Satisfaction". *Cultural Dimension of Business Research Doctoral Symposium*. University of Southern Denmark. Odense, Denmark.

S. Allen Broyles, Susan L. Golicic, and Robert B. Woodruff (2003). "The Influence of Relationship Magnitude on Customer Satisfaction in the Business-to-business Context". *Customer Satisfaction, Dissatisfaction and Complaining Behavior Conference*. Brigham Young University, Provo, Utah.

Non-refereed presentations and proceedings:

S. Allen Broyles (2004). "Brand Perceptions in the U.S. versus China". Poster-board presentation and discussion at *The University of Tennessee College of Business' Customer Value / Marketing Strategy Forum 2004 symposium*. Knoxville, Tennessee.

Research currently under review

S. Allen Broyles, Donald W. Hackett, and Thaweephan Leingpibul. "Brand Equity's Comparative Cross-Cultural Influence on Consumer Purchase Behavior". Manuscript currently under review by the *Research in Consumer Behavior* journal.

Research in progress:

S. Allen Broyles, and David W. Schumann. “An Antecedent/Consequent Brand Equity Model, and the Likely Dissimilar Significance of its Functional and Experiential Dimensions and Antecedents in Cross-Cultural Settings”. Manuscript is in final stage for submission to *Advances in International Marketing* in late summer 2007.

S. Allen Broyles, Robert H. Ross, and Derek Ruth. “Brand Equity’s Dis(Similar) Influence on Purchase Intent with Brands of Varying Complexity and Conspicuousness”. Data has been collected and the goal is to submit the initial manuscript in fall 2007 to the *Journal of Product and Brand Management*.

S. Allen Broyles, David W. Schumann, and Daniel J. Flint. “Brand Equity: The Mediating Role of Attitude”. Manuscript in progress, with anticipated submission in late 2007 – early 2008.

S. Allen Broyles, Donna Davis, Robert H. Ross, and Thaweephan Leingpibul. “The Importance of National Brands for Start-Up High End Niche Market Retailers”. Data is currently being collected, with goal of submitting the initial manuscript in spring 2008 to the *Journal of Small Business Management*.

MEMBERSHIPS

Academy of Marketing Science
The American Marketing Association
The Academy of International Business

AWARDS AND SCHOLARSHIPS

(2003) Business Alumni and Friends Marketing Logistics and Transportation Fellowship. \$1,000 funding for doctoral program.

(2004) University of Tennessee’s Society for Marketing Advances Doctoral Consortium representative. Selected by faculty to represent the department.

(2004) John R. Moore Graduate Teaching Award Finalist for the 2003/2004 academic year. Finalist for The University of Tennessee’s College of Business Administration.

(2004) Bonham Doctoral Dissertation award. The University of Tennessee, College of Business Administration. \$6,500 funding for dissertation research.

(2004) Integrated Value Chain Forum Endowment. The University of Tennessee, Department of Marketing and Logistics. \$2,000 funding for dissertation research.

(2004) The Davis, Golicic, McCarthy Annual Research Award. \$1,000 funding for dissertation research.

(2005) Winner of The University of Tennessee’s Graduate Teaching Award for 2005.

TEACHING

Teaching philosophy:

To provide students the disciplinary knowledge and skills that will increase their potential to have successful careers. An additional goal is to instill awareness in students of their social duties, including responsibilities to: 1) conduct themselves ethically, morally, and honestly, 2) maintain personal and professional integrity, 3) work well with their peers, and 4) make worthwhile contributions to our society.

Courses taught:

California State University, Fullerton

Professional Selling 401, Fall 2007

Elective course for all Marketing majors. Focus is on developing students' selling skills, techniques, and understanding of: 1) customers' wants and needs and the priority of each to the customer, 2) customers' behaviors and decision making processes, 3) entities that influence customers' decisions, 4) how to match a firm's product-service offerings to customers' critical wants and decision criteria, and do so in a manner that is superior to a sales person's competitors, 5) how to develop long-term relationships with customers, 6) time management, 7) the importance of ethical conduct and integrity in sales, 8) how to identify new growth opportunities for their firm, 9) regulatory/social/technological and demographic issues and trends that may influence their efforts and outcomes, and 10) how to expand into new markets, such as international markets, and to identify potential new products and/or services that their firm might benefit by offering. Students are required to work in a team of 2-3 to develop a written sales strategy for an existing firm, or a firm they may be interested in creating. Students are also required to work in teams of 2 to orally present/discuss/debate case studies in front of the entire class.

Wichita State University

Business Plan Development 668/868, Spring 2006, Fall 2006

The capstone course for Entrepreneurship undergraduate majors, and an elective course for MBA students. Students work individually or in teams to develop a business plan for a new business start-up, or acquisition that will be an actual undertaking. Focus is on developing detailed strategies and financial analyses in order to have a business plan that is ready to present to potential investors or lenders for a real-life business venture.

Marketing Plan Development 420. Fall 2005, Spring 2006, 2007

Required course for undergraduate Entrepreneurship and Marketing majors. Students work in teams to develop a basic marketing plan for a new business start-up, or acquisition. Focus is to prepare Entrepreneurship students for Business Plan Development, and to train Marketing students how to develop a marketing plan.

Entrepreneurship 310C. Fall 2005, Fall 2006

Required course for all undergraduate business students. The course is a survey-style overview study of entrepreneurship, including its economic foundations, the principles of venture creation, financial sources of capital, and the philosophies underlying self-owned businesses and corporate entrepreneurship.

Corporate Entrepreneurship 869. Spring 2007

An MBA elective course that focuses on strengthening their critical thinking skills with respect to understanding the importance of, and critical elements essential for corporations to develop organizational structures, leadership, and environments that are conducive to entrepreneurial activities, such as: new product development, new market entry, and cost reduction programs. Tools used in the course were case studies from Darden and Harvard Universities, and academic journal articles which focused on various topics related to each session.

Marketing for Executive MBA's. Summer 2007

Required course for the Executive MBA program. The course was an overview study of the principles of marketing, and was based on the case study approach, primarily using Harvard University marketing cases. Focus of the course was to teach various business executives, primarily from the airline industry and from local entrepreneurs, the marketing skills they need to improve their firm's marketing program's effectiveness and efficiency, to increase their customers' satisfaction, and develop insights into improving their firm's financial performance.

The University of Tennessee

BA 332 (Demand Management). Fall 2002 and Spring 2003.

Required course for all College of Business Administration students. Course topics included how organizations manage the demand for their goods and services; how they work to integrate their ability to supply with demand in the marketplace; organizational vision, goals, and problems; and, the role of marketing mix components in today's constantly changing, globally competitive environment.

Marketing 420 (Sales Force Management). Summer 2003.

Elective course that focuses on: Developing professional selling skills; identifying market opportunities and competitive threats; and, exploring macro-economic and industry trends. Examined what drives consumers' demands. The course was designed to enhance students' understanding of real-world sales problems and opportunities, as well as developing their own action plan to manage those problems and opportunities.

Marketing 458 (Sales Force Management). Spring 2004 and Fall 2004

Required course for all Marketing majors. Focus was on developing and managing a successful sales force, including recruiting, motivating, and compensating sales people, and structuring a sales force. Students were required to interview sales managers with a local firm, and to research the firm and its industry in order to understand their sales management problems, issues, and opportunities. The students were required to develop a strategic plan to address those problems, issues, and opportunities.

SERVICE

(2002) S. Allen Broyles. "Brand: A Brief Perspective". Article contributed to the Knoxville Chapter of the American Marketing Association newsletter.

(2003) Reviewed textbook for Prentice Hall. "Marketing: An Introduction, Sixth Edition", by Gary Armstrong and Philip Kotler.

(2004) Session Chair. Consumer Social Values session in the Consumer Behavior Track. The 2004 Academy of Marketing Science Annual Conference. Vancouver, B.C., Canada.

(2004) S. Allen Broyles. "Potential Brand Equity Dissimilarities with U.S. and Chinese Consumers". Article contributed to the Knoxville Chapter of the American Marketing Association newsletter.

(2004) S. Allen Broyles. "Culture's potential influence on the customer satisfaction process". Article contributed to the Knoxville Chapter of the American Marketing Association newsletter.

(2004) "Marketing Issues and Challenges". The University of Tennessee College of Business' Customer Value/Marketing Strategy Forum 2004 symposium of Marketing academicians, and practitioners from diverse companies and industries. Group discussion facilitator.

(2004) Reviewer, Discussant, and Session Chairperson for the 2004 Academy of International Business Southeast (USA) Annual Meeting in Knoxville, TN.

(2006) Member of Wichita State University's (WSU's) Barton School of Business International Business (IB) Curriculum Review Committee. Committee identified needed improvements for WSU's IB curriculum, and recommended changes that were accepted by the school of business in fall 2006.

(2006) Member of WSU's Barton School of Business Entrepreneurship Program Curriculum Review Committee. Committee identified needed improvements for WSU's Entrepreneurship curriculum, and recommended changes to the school of business. Approval is anticipated in spring 2007.

(2006) Served as a faculty advisor for 1 of 9 student teams that participated in Wichita State University's first annual BETA competition for the Center for Research in Arts, Technology, Education and Learning. The competition's goal was for cross-disciplinary student teams to develop entrepreneurial ideas that are designed to connect the arts with technology, and are judged on their innovation, feasibility, and scope.

(2006) Served as a member of the Board of Directors for the Campus Credit Union. Although this is a non-university affiliated institution, its customer base is primarily

Wichita State University students, alumni, staff, and faculty; and students currently enrolled at Butler Community College that will transfer to Wichita State University.

(2006 - 2010) Established two (2) \$1,000 scholarships for senior-level undergraduate Entrepreneurship majors. The scholarship criterion is primarily financial need, with preference given to students from an agricultural background, and a 5-year commitment was made to WSU for the scholarships.

(2006) Donated gemstone collection to the Wichita State University Foundation for Geology students to use in their study of mineralogy.

(2006 – 2009) Selected by the office of the Vice President for Academic Affairs and Research to serve a 3-year term on the University Grievance Pool for faculty.

(2006) Served as a judge of student applicants for the 2007 Barton Scholarship Competition, which is a 4-year full-ride scholarship based on academic excellence.

(2007) Co-faculty advisor the Wichita State University (WSU) chapter of SIFE (Students in Free Enterprise). This student organization seeks to help WSU students, members of the community, and students at a middle-school that are from challenged backgrounds understand the fundamentals of, and how to engage in free business enterprise.

BUSINESS EXPERIENCE

LondonDairy, Inc., Sheboygan, WI (1997 – 2001)

Co-owner of a privately-held Alpaca breeding operation, greenhouse and gift shops.

Responsibilities and accomplishments included:

- Negotiated purchase of varied business interests, and developed and implemented strategic plan to integrate them into a successfully ongoing business operation.
- Managed staff of 4 full-time, 4 part-time, and multiple seasonal employees.
- Managed the daily business operations.
- Developed strategic plan that doubled the size of a business that had been declining under the previous ownership.
- Re-established the greenhouse, floral and gift shop operations into a widely recognized small private-owned business in the local community.

Cleaning Systems, Inc., DePere, WI (1993 – 1997)

Sales and Marketing Manager for this multi-million dollar manufacturer of industrial cleaning compounds.

Responsibilities and accomplishments included:

- Developed and managed a long-term strategic business plan that turned a slow-growth business into a strongly growing business, in an extremely competitive industry.
- Developed and managed a strategic marketing program that successfully obtained new domestic and international distributors, that were essential for securing the desired long-term growth.
- Developed and managed operating budget that improved overall operating efficiencies and strengthened the financial performance.
- Doubled sales from \$3 million to \$6 million, and profits from \$400 thousand to \$1 million.
- Managed direct-report staff of 5.

FMC Corporation, Philadelphia, PA (1985 – 1993)

Multi-billion dollar global manufacturing conglomerate.

Product manager (1990-1993). Phosphorus Chemical Division. Responsibilities and accomplishments included:

- Developed and implemented product line marketing strategies for phosphoric acid, which is an industrial chemical that is marketed to numerous industries, including: steel manufacturing, cola beverage concentrate; industrial cleaning compounds, food ingredients, and various others.
- Doubled product line profitability to \$12 million, while maintaining market share.
- Developed and managed team that decreased freight costs \$800 thousand annually.
- Identified plant cost reduction project that had a one-year payback.
- Established product line budget for financial planning and capital resource planning.

Planning Manager (1989-1990). Aklaki Chemical Division. Responsibilities and accomplishments included:

- Developed a 5-year strategic plan for the division.
- Evaluated market feasibility and financial returns for potentially new products.
- Analyzed end-user industry trends.
- Identified competitor's strategies to understand their potential threat to FMC.

Sales Representative (1985-1989). Responsibilities and accomplishments included:

- Sold industrial chemicals in eastern Pennsylvania.
- Increased sales from \$10 million to \$15 million, in a market that was projected by management as having no growth potential due to extreme competitive pressure.
- Developed and managed a task force, which successfully identified growth opportunity in a new market segment that eventually resulted in \$1 million annually of new sales.

Monsanto Corporation, Solvay, NY

(1979 – 1983)

Multi-billion dollar global manufacturing conglomerate.

Sales Representative. Responsibilities and accomplishments included:

- Sold agricultural chemicals in central New York state and northeastern Pennsylvania.
- Increased sales from \$1 million to \$1.5 million, in a market that was projected by management as having no growth potential due to extreme competitive pressure.

REFERENCES

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