

VITA
SARAH FISHER GARDIAL, PH.D.

CONTACT INFORMATION

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EDUCATION

B.S.B.A. University of Arkansas, 1980, Marketing Major
M.B.A. University of Arkansas, 1981, Marketing Concentration
Ph.D. University of Houston, 1986, Marketing, Social Psychology Minor

ACADEMIC POSITIONS AND RANKS HELD

2006-Present	Beaman Professorship
2005-Present	Associate Dean for Academic Programs
2004-Present	Professor, University of Tennessee Department of Marketing and Logistics
2003-2004	Interim Associate Dean for Academic Programs
1999-2002	Assistant Dean, Full Time MBA Program
1992-2004	Associate Professor, University of Tennessee, Department of Marketing, Logistics and Transportation
1986-1992	Assistant Professor, University of Tennessee, Department of Marketing, Logistics and Transportation
1981-1985	Instructor and Research Assistant, University of Houston

RESEARCH INTERESTS

Determining, Creating and Delivering Customer Value and Satisfaction; Buyer-Seller Relationships; Information Processing; Decision Making Processes.

FACULTY TEACHING AWARDS (University of Tennessee)

1996, 2004	Outstanding MBA Faculty
1996	John B. Ross Outstanding Teacher Award (for tenured faculty), College of Business Administration
1990	Allen H. Keally Outstanding Teacher Award (for non-tenured faculty), College of Business Administration

OTHER AWARDS

2004-2005	William B. Stokely Scholar College of Business Administration, University of Tennessee
1993-1995	William B. Stokely Scholar College of Business Administration, University of Tennessee
1984	American Marketing Association Doctoral Consortium Fellow University of Houston.

GRANTS AWARDED

2001	Dell Computer Grant to study industry developments in Customer Relationship Management. \$24,000 with Mark Moon, Robert Woodruff, and Richard Reizenstein.
1995-97	"Transformation to Quality Organizations," A three-year, \$500,000 National Science Foundation Grant with participants from the UT College of Business Administration and Eastman Chemicals Co.
1990-92	"A Research Program on Consumer Value and Satisfaction," Funded by the Center for the Advancement of Organizational Effectiveness, College of Business Adm., University of Tennessee.
1988	"Factors Mediating the Amount and Type of Memory Information Accessed During Product Choice," Faculty Research Fellowship Program, College of Business Adm., University of Tennessee.
1987	"The Effect of Inferences on Consumer Evaluation and Choice," Faculty Research Fellowship Program, College of Business Administration, University of Tennessee.
1986	"Inference Making as a Cognitive Response to Advertising: Factors Mediating Process and Outcome," Faculty Research Fellowship Program, College of Business Administration, University of Tennessee.

ACADEMIC SCHOLARSHIP

Books and Book Chapters

"Know Your Customer: New Perspectives on Customer Value and Customer Satisfaction," Robert B. Woodruff and Sarah Fisher Gardial, Cambridge, MA: Blackwell Publishing, 1996.

"Understanding Customer Value," Sarah Fisher Gardial and Robert B. Woodruff, a chapter in The Management of Strategy In The Global Marketplace, Ernest Cadotte and Harry Bruce, eds., Thomson-Southwestern, 2003.

"Building Advantage Through Customer Value," Robert B. Woodruff and Sarah Fisher Gardial, a chapter in Perspectives in Total Quality, Michael Stahl, ed., Blackwell Publishing, 1999.

"The Practice of Marketing: What Every Physician Needs To Know," Sarah Gardial, a chapter in The Business of Health Care: What Every Physician Needs To Know, Michael Stahl and Peter Dean, eds., Alexandria, VA: Aspen Publishing, 1999.

"Customer Relationship Management," a section in Encyclopedia of Health Care Management, Michael Stahl, ed., Sage Publications, 2004, pp. 120-121.

Refereed Journal Publications

C. David Sherpherd, Sarah F. Gardial, Michael G. Johnson, and Joseph O. Rentz, "Cognitive Insights Into the Highly Skilled or Expert Salesperson," Psychology and Marketing, Vol. 23, February 2006, 115-138.

Overby, Jeffrey, Sarah Fisher Gardial, and Robert B Woodruff, "The Influence of Culture Upon Consumers' Desired Value Perceptions," forthcoming in Marketing Theory.

Overby, Jeffrey, Sarah Fisher Gardial, and Robert B. Woodruff, "French versus American Consumers' Attachment of Value to a Product in a Common Consumption Context: A Cross-National Comparison," forthcoming in Journal of the Academy of Marketing Science.

Flint, Daniel J., Robert B. Woodruff and Sarah F. Gardial, "Exploring the Customers' Desired Value Change Phenomenon in a Business-to-Business Environment," Journal of Marketing 66 (October 2002), 102-117.

Stahl, Michael J., William R. Barnes, Sarah F. Gardial, William C. Parr and Robert B. Woodruff, "Customer Value Analysis Helps Hone Strategy" Quality Progress, April 1999, 53-58.

Refereed Journal Publications (cont.)

Flint, Daniel J., Robert B. Woodruff, and Sarah F. Gardial, "Customer Value Change in Industrial Marketing Relationships: A Call for New Strategies and Research," Industrial Marketing Management, Vol. 26, 1997, 163-175.

Gardial, Sarah Fisher, Daniel J. Flint and Robert B. Woodruff, "Trigger Events: Exploring the Relationship Between Critical Events and Consumers' Evaluations, Standards, Emotions, Values and Behavior," Journal of Consumer Satisfaction, Dissatisfaction, and Complaining Behavior, Vol. 9, 1996, 35-51.

Gardial, Sarah Fisher, D. Scott Clemons, Robert B. Woodruff, David W. Schumann and Mary Jane Burns, "Comparing Consumers' Recall of Prepurchase and Postpurchase Evaluation Experiences," Journal of Consumer Research, Vol. 20, no. 4 (March), 1994, 548-560.

Gardial, Sarah Fisher, Robert B. Woodruff, Mary Jane Burns, David W. Schumann and Scott Clemons, "Comparison Standards: Exploring Their Variety and the Circumstances Surrounding Their Use," Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, Vol. 6, 1993, 63-73.

Woodruff, Robert B., David W. Schumann and Sarah Fisher Gardial, "Understanding Value and Satisfaction from the Customer's Point of View," Survey of Business, Summer/Fall, 1993, 33-40.

Gardial, Sarah Fisher, David W. Schumann, Russell Smith and Ed Petkus, Jr., "The Effects of Memory Set Accessibility and Relevance on the Use of Memory Information During Product Choice," Marketing Letters, 4 (3), 1993, 241-251.

Gardial, Sarah Fisher, David W. Schumann, Ed Petkus, Jr. and Russell Smith, "Processing and Retrieval of Inferences and Descriptive Advertising Information: The Effects of Message Elaboration," Journal of Advertising, 22 (March), 1993, 25-34.

Woodruff, Robert B., David W. Schumann, Sarah Fisher Gardial, D. Scott Clemons and Mary Jane Burns, "The Standards Issue in CS/D Research: An Historical Perspective," Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, Vol. 4, 1991, 103-109.

Gardial, Sarah Fisher and Gabriel Biehal, "Evaluative and Factual Ad Claims, Knowledge Level and Inference Making," Marketing Letters, 2 (4), 1991, 349-358.

Fine, Leslie and Sarah Fisher Gardial, "The Effects of Self-Monitoring and Similarity on Salesperson Inferential Processes," Journal of Personal Selling and Sales Management, X (Fall), 1991, 7-16, lead article in special issue on Social Cognition in Sales.

Refereed Journal Publications (cont.)

Zinkhan, George M., Marilyn Jones, Sarah F. Gardial and Keith Cox, "Methods for Advancing Knowledge Development in Marketing and Macro Marketing," Journal of Macro Marketing, 10 (Fall), 1990, 3-17.

Invited Articles

Sarah F. Gardial, "Managing the Process of MBA Program Revision: Lessons Learned in the Trenches" MBA Roundtable Journal, Spring 2003 (Volume Four, Issue One), 4-12.

Bowers, Melissa R., James H. Foggin, Sarah F. Gardial, Mark A. Moon, William C. Parr, James M. Reeve, M.M. Srinivasan, "The Proposed MBA Program for the College of Business Administration of the University of Tennessee," MBA Roundtable Journal, Spring 2003 (Volume Four, Issue One), 14-27.

Conference Presentations and Published Proceedings

Shepherd, C. David and Sarah F. Gardial, "An Empirical Study Linking Ethical Philosophy To Personal Selling Behavior," Proceedings of the National Conference in Sales Management, 1998, 191-202.

Garver, Michael S. and Sarah Fisher Gardial, "The Role of the Salesperson in Delivering Customer Value: A Situational Analysis," Marketing Theory and Practice, Proceedings of American Marketing Association Educator's Conference, 1996.

Linda Berns Wright, David W. Schumann, J. Robert Graves, Sarah Fisher Gardial and Robert B. Woodruff, "Extending the Role of Advertising To Post Purchase Activity: A Model for Going Beyond the Sale," American Marketing Assn. Educator's Conference, 1993.

Gardial, Sarah Fisher and David W. Schumann, "In Search of the Elusive Consumer Inference," Advances in Consumer Research, Vol. XVII, 1990, M. Goldberg, J. Gorn and R. Pollay, eds., Association for Consumer Research, Provo, UT.

Zinkhan, George M., Sarah Fisher Gardial and Keith K. Cox, "Field and Laboratory Experiments in Retailing and Marketing Research," Developments in Marketing Science, XIII, 1990, B.J. Dunlap, ed., 471-474.

Schumann, David W., Sarah F. Gardial and Douglas Ayers, "Individual Vs. Group Casework Experiences: A Case Study of Case Studies," Marketing: Forward Motion, Vol. IVa, 1988, Proceedings of the Atlantic Marketing Assn., D.L. Moore, ed., Atlantic Marketing Assn., College of William and Mary, Publishers, 407-425.

Conference Presentations and Published Proceedings (Cont.)

Gardial, Sarah Fisher and Gabriel Biehal, "Measuring Consumers' Inferential Processing in Choice," Advances in Consumer Research, Vol. XIV, 1986, Association for Consumer Research, Ann Arbor, MI, 101-105.

Gardial, Sarah Fisher and Gabriel Biehal, "Memory Accessibility and Task Involvement as Factors in Choice," Advances in Consumer Research, Vol. XII, 1984, E.C. Hirschmann and M.B. Holbrook, eds., Association for Consumer Research, Ann Arbor, MI, 414-419.

Gardial, Sarah Fisher and George Zinkhan, "Situational Determinants of Buyer Behavior: A Middle-Range Theory Incorporating Familiarity and Involvement," Scientific Method in Marketing: Philosophy, Sociology, and History of Science Perspectives, 1984, P.E. Anderson and M.F. Ryan, eds., Chicago, IL: American Marketing Assn., 224-228.

Unpublished Conference Presentations

Sarah F. Gardial, "Creating a Customer-Focused MBA Program Staff," MBA Leadership Conference (MBA Roundtable and GMAC), January 2003.

Sarah F. Gardial, Session Chair, "Infusing New Ideas Into The MBA Curriculum," AACSB Emerging Curricula Conference, 2002.

Sarah F. Gardial, "Revising the University of Tennessee MBA Program – Chapter Three: Progress and Pitfalls," AACSB Graduate Programs Conference, 2001.

"Reconstruction Vs. Retrieval: When Do Consumers Take Evaluative Short Cuts?" APA Conference, Division 23, 1988.

"Factors Influencing Consumer Inferencing During Product Choice," APA Conference, Division 23, 1988.

Gardial, Sarah Fisher, Mary Jane Burns and Daniel J. Flint, "Understanding the Relationship Between the Consumer and Product Over Time: A Longitudinal Perspective on Customer Value."

Work In Progress

Garver, Michael S., Sarah Fisher Gardial, and Robert B. Woodruff, "Customer Value, Loyalty, and Revenge in Buyer Relationships with Salespersons," and "Customer Value in Buyer Relationships with Salesperson: An Empirical Examination."

Foggin, James, Sarah Fisher Gardial, and Robert B. Woodruff, "Customer Value Management in Third-Party Logistics Channel Relationships."

COURSES/PROGRAMS TAUGHT

Principals of Marketing (undergraduate)
Consumer Behavior (undergraduate)
Advertising Management (undergraduate)
Market Opportunity Analysis and Strategy (undergraduate)
Sales Force Management (undergraduate and MBA)
Marketing Concentration (MBA)
Core Marketing Management (MBA)
Marketing Core (Physicians Executive MBA)
Creating Customer Value (Masters of Accountancy Program, ProMBA)
Consumer Information Processing (Ph.D. Seminar)

EXECUTIVE DEVELOPMENT

University of Tennessee Center for Executive Education

Customer Value Institute
Tennessee Executive Development Program
Executive Development Program for Distribution Managers
Middle Manager Institute
Services Institute
Healthcare Management Institute

Custom Training Programs for Corporations

Georgia Pacific
TRW
Procter and Gamble
Juarez Consulting
Eastman Chemicals
Lockheed Martin Energy Systems
Knoxville Utilities Board

Workshops

“Understanding Customer Value: How To Make It Work For You,” Tennessee Government Management Institute, 2001, 2003, 2004, 2005, 2006

“Being A Customer Responsive Organization,” Sevierville Chamber of Commerce, May 2001.

“Warrior Women: A Leadership Workshop for MBA Women,” Fall 1999.

Customer Value Workshop, Oak Ridge Center for Technology Management, February 1998

Customer Value Workshop, First Tennessee National Bank, with Dr. Richard Reizenstein, January 1998.

“Customer Value Workshop,” presented by UT and the Knoxville Chapter of the American Marketing Assn., with Dr. Dave Schumann and Amy Cathey, Fall 1995.

“Management and Entrepreneurial Education and Training Workshop,” through the Alliance of Universities for Democracy, with Dr. Jerry Frixell, Dr. Hal Schmidt, and Dr. Amy Ray, in Gdansk, Poland and Kosice, Slovakia, Spring 1992.

PROFESSIONAL ASSOCIATION MEMBERSHIP

American Marketing Association
Association for Consumer Research
Society for Consumer Psychology (formerly APA Division 23)

PROFESSIONAL SERVICE

Board of Advisors: MBA Roundtable, 2006-2008

Conference Planning Committees

Chair, GMAC Annual Conference, 2005
Member, MBAR/GMAC Leadership Conference, 2003

Conference Reviewer

American Marketing Association Educator's Conference;
APA Division 23; Assn. for Consumer Research; Academy of Marketing Science;
Consumer Satisfaction, Dissatisfaction and Complaining Behavior Conference

Track Chairperson: Academy of Marketing Science Conference, 1994

Session Chair: MBA Leadership Conference, 2006
APA Division 23 Conference, 1988

Ad Hoc Journal Reviewer

Journal of Advertising
Journal of Personal Selling and Sales Management
Journal of the Academy of Marketing Science
Journal of Consumer Research
Journal of Satisfaction, Dissatisfaction and Complaining Behavior

University of Tennessee

Globalization Advisory Committee 2006
Best Practices in Teaching, Program Participant 2006
Chair, Search Committee, UT Honors Program Director 2005-2006
Task Force on Course Related Fees, 2005
Guest Speaker, Chancellor's Associates Breakfast, January 2005
Programs Abroad Advisory Committee, 2004-Present
Honor's Program Selection Committee, 2004-2006
Graduate Deans Council, 2001-Present
Commencement Speaker Selection Committee, 2001-Present
Distance Education Task Force, 2004-2005
Chair, Search Committee, CEHHS Dean, 2003-2004
UT Women's Association, Program for Mentoring Undergraduate Women, 2004
Guest Speaker, UT Alumni Summer College, July 2004
Guest Speaker, HEC 450 Leadership Seminar, Spring 2003
Committee on Graduate Enrollment and Recruiting, 2002
Program Review Team, Office of Institutional Research, 2000
Search Committee, Bookstore Manager, 1998
Featured Speaker, Spring Visit Day, 1996
UT Graduate Teaching Assistant Seminar, 1996
Presentation to UT Chancellor's Advisory Council for Excellence, 1996
University Scholars Selection Committee, 1991-1994
Whittle Scholars Selection Committee, 1991-1994
UT Faculty Senate, 1994-95
UT Student Affairs Committee, 1994-95
Advisory Board, UT Task Force for the First Year Experience, 1993
Search Committee, UT Honors Director, 1993
Panhellenic Task Force, 1990-91
Faculty Mentor, UT Women's Athletics, 1989-91
Program Review Team, Career Planning and Placement Center, 1988

College of Business Administration, University of Tennessee

Co-Chair, Search Committee, Director of Development, 2005
Summer Orientation for Parents, 2003-present
CBA Undergraduate Policies Committee, 2005-present
CBA Executive Committee, 1999-present
Graduate Policies Committee, 1999-present
MBA Program Committee, 1994, 1999-present

College of Business Administration, University of Tennessee (Cont.)

Chair, Search Committee, MBA Program Director, 2003
Search Committee, Associate Director of Development, 2002
Chair, Search Committee, Director MBA Career Services, 2000-2001
MBA Program Revision Task Force, 2000-2001
MLT Human Subjects Dept. Review Committee, Chair, 1997-1999
Committee for Development of Teaching and Learning, 1990-99, Chair 1999
Graduate Fellowship Awards Committee, 1992-1996
Faculty Coach, UT MBA Case Competition Teams, 1991-1997
Search Committee, MDC Research Associate, 1995
Undergraduate Honors Task Force, Chair, 1992-1993
Undergraduate Policies Committee, 1993
Faculty Sponsor/President, Beta Gamma Sigma, 1988-1993
Orange and White Weekend (Minority Recruiting), 1989-1993
CBA Speaker, Summer Orientation, 1987-1990

DISSERTATION AND THESES COMMITTEES

Meral Anistal, Marketing Dissertation Committee
Edith Davidson, Marketing Dissertation Committee
Geoff Stewart, Dissertation Awarded 2005, Marketing
Betsy Saylor, Thesis Awarded 2005, Advertising
Andrew Artis, Committee Chair, Dissertation Awarded 2004, Marketing
Jeff Overby, Committee Chair, Dissertation Awarded 2000, Marketing
Bob Graves, Dissertation Awarded 1999, Marketing
Sabrina Neeley, Dissertation Awarded 1999, Marketing
Amy Cathey, Dissertation Awarded 1999, Marketing
Michael Garver, Committee Chair, Dissertation Awarded 1998, Marketing
Daniel J. Flint, Dissertation Awarded 1998, Marketing
Linda Berns Wright, Committee Chair, Dissertation Awarded 1995, Marketing
Linda Cushman, Dissertation Awarded 1995, Human Ecology
D. Scott Clemons, Dissertation Awarded 1993, Marketing
Ed Petkus, Jr., Dissertation Awarded 1993, Marketing
Mary Jane Burns, Dissertation Awarded 1993, Marketing
Leslie M. Fine, Dissertation Awarded 1991, Marketing
Leigh Southward, Thesis Awarded 1990, Human Ecology
C. David Shepherd, Dissertation Awarded 1989, Marketing

OUTREACH ACTIVITIES

Speaker

University of Missouri at Kansas City, UG Curriculum Change, 2004
Synair, Inc., Corporate Sales Meeting, 2002
Tennessee Wildlife Resources Agency, Region 1, 2001
Tennessee Wildlife Resources Agency Annual Meeting, 2001
First American National Bank, Corp. Sales Meeting, 1999
Plasti-Line, Inc., Fall Planning Retreat, 1999

Speaker (Cont.)

Robert Morris Association (Knoxville Chapter), 1999
Tennessee Farmers Cooperative, Summer Conference, 1999
Tennessee Farmers Cooperative, Winter Conference, 1998
First Tennessee National Bank (Knoxville), 1998
Missouri Farmer's Association Annual Conference, 1998
American Feed Industry Association, Annual Conference 1997
The First Reunion Conference, "A Celebration of Values," 1997
Eastman Chemicals Co. 1995; World Sales Meeting, 1996
Live Interview, Business Radio Network, February 1995
Philips Consumer Electronics; Brand Equity Seminar, 1995
Knoxville Area Automobile Dealers Assn., 1994, 1995
Knoxville Chapter, Association of Women Accountants, 1995, 1999
Knoxville Chapter, American Business Women's Assn., 1993
Dairy and Food Nutrition Council of the Southeast, Inc., 1993
American Marketing Assn. Southern Regional Collegiate Conference, 1992
Boy Scouts of America Career Awareness Exploring Program, 1988-89

Non-Paid Market Research for Non-Profit Organizations

Circle of Villages, Knoxville, Tennessee 1997
Panhellenic Council, University of Tennessee, 1990
Knoxville Opera Company (KOC), Knoxville, Tennessee, 1987
Fourth Ward Clinic, Houston, Texas, 1985

Other

Children's Center of Knoxville, Board member, 1995-96
Feasibility Committee, Knoxville Episcopal School Project, 1994
Knoxville Arts Council Fund Raising Drive, 1988
Knoxville Opera Co., Audience Development Committee, 1988-89