

# Serving well by selling well : studies on customer service representatives' ambidexterity and its effectiveness

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Propositions accompanying the doctoral dissertation

## **Serving Well by Selling Well**

### **Studies on Customer Service Representatives' Ambidexterity and Its Effectiveness**

Claudia Jasmand

1. *Just doing the right* thing contributes to ambidextrous behavior and a successful service–sales alignment. (this dissertation, chapter 2)
2. Stereotyping can be beneficial for both the person who stereotypes and the person being stereotyped. (this dissertation, chapter 3)
3. When CSRs excel in serving well by selling well, customers and companies can co-create superior value. (this dissertation, chapters 1, 2, 3, and 4)
4. *Reuniting* intrafirm functions can be a way to nurture mutually beneficial customer–company relationships. (this dissertation, chapters 1, 2, 3, and 4)
5. Producing both academically rigorous and managerially relevant, impactful research is truly an ambidextrous challenge.
6. A successful co-author team consists of a locomotor, an assessor, and an identity that keeps the two in focus.
7. Having a paper under review in a journal is like waiting for a proverbial box of chocolates - you never know what you're going to get.
8. Giving your supervisor an update on your work progress is service provision; getting the amount of progress across is a matter of selling.
9. Knocking on the door after having opened it is a privilege for senior faculty.
10. Success is going from failure to failure without losing enthusiasm. (Winston Churchill)
11. It is unwise to be too sure of one's own wisdom. It is healthy to be reminded that the strongest might weaken and the wisest might err. (Mahatma Gandhi)