2020

Deselling: Cross-Selling Without Upsetting Customers

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Digital Object Identifier: https://doi.org/10.13023/etd.2020.164

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DESELLING : CROSS-SELLING WITHOUT UPSETTING CUSTOMERS

DISSERTATION

A dissertation submitted in partial fulfillment of the
requirements for the degree of Doctor of Philosophy in the
Gatton College of Business and Economics at the University of Kentucky

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2020

ABSTRACT OF DISSERTATION

DESELLING: CROSS-SELLING WITHOUT UPSETTING CUSTOMERS

To boost revenue, many firms are encouraging their service salespeople to cross-sell while providing a service; but cross-selling can upset customers. How, then, may firms effectively cross-sell without upsetting customers? The authors address this question by introducing the concept of *deselling behaviors*, defined as service salespeople's actions that are incongruent with persuasive intent. They combine insights gleaned from 101 inconspicuous, fly-on-the-wall videos of actual service salesperson-customer exchanges with theoretical underpinnings of the persuasion knowledge model and reactance theory to advance a novel conceptual framework of deselling behaviors. Their framework advances prior literature by illuminating three unique sets of deselling behaviors that reduce customers' reactance to cross-selling recommendations, and thereby enhance ambidextrous effects (i.e., enhance cross-selling performance *and* customer satisfaction): 1) nonverbal source signals (e.g., tangibilizing cooperativeness and nondominant proxemic positioning), 2) verbal source signals (e.g., proactively discounting and attribution externalizing), and 3) verbal message signals (e.g., vividly educating and piecemeal recommending). Further, they delineate how enacting deselling behaviors prior to a cross-selling episode may impact the relationships between deselling behaviors during a cross-selling episode and reactance to cross-selling recommendations.

KEYWORDS: Deselling, cross-selling, ambidexterity, grounded theory, observational methods

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DESELLING: CROSS-SELLING WITHOUT UPSETTING CUSTOMERS

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To all my "balcony people".

ACKNOWLEDGEMENTS

The following dissertation would not have been possible without help and direction from several people. First and foremost, my Dissertation Chair, Dr. Brian Murtha, gave freely of his time to provide instructive feedback at all stages of the dissertation process. In addition, Brian provided an invaluable perspective to prepare me for the research process and academic life. Next, I wish to thank my complete dissertation committee, and outside reader, respectively: Dr. Alexis Allen, Dr. Brandi Frisby, Dr. David Hardesty, and Dr. Felipe Benguria. Moreover, I want to thank Dr. Kevin Chase, Dr. Alex Ziegler, Dr. Daniel Chavez, and all members of the Department of Marketing and Supply Chain for their advice and support throughout my doctoral program.

Most importantly, I wish to thank my friends and family (i.e., my "balcony people") for their encouragement in times of doubt. I especially want to thank Blake and my parents for continuing to believe in me when I did not believe in myself. Each supportive conversation and all your words/acts of encouragement provided me instrumental motivation throughout my long tenure as a graduate student. I could not have made it to this point without you.

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INTRODUCTION

Firms are increasingly relying on cross-selling ("selling additional items that differ from those a customer has purchased or has expressed an interest in buying previously" (Schmitz, Lee, and Lilien 2014, p. 1)) to boost revenues. For instance, in 2019, more than 50 percent of Dell's revenue came from cross-selling (Smith 2020). In 2018, major airlines like American Airlines, Delta, and United earned $29.1 billion from their cross-selling efforts (e.g., cross-selling of insurance, in-flight items, and credit cards) (Silk 2019). Indeed, cross-selling is considered a "top strategy priority for many service industries" (Li, Sun, and Montgomery 2011, p. 683). As such, many firms are encouraging frontline employees to cross-sell while providing a service (e.g., Jasmand, Blazevic, and de Ruyter 2012; Rapp et al. 2020).

Despite its revenue-generating benefits, cross-selling also has a dark side (e.g., Gabler et al. 2017; Güneş et al. 2010) – it can trigger customer reactance (Brehm 1966), which undermines customer satisfaction (Clee and Wicklund 1980). Customers may develop negative and even hostile attitudes toward service salespeople (e.g., Fitzsimmons and Lehmann 2004). Such attitudes can also extend to the service firm in terms of dissatisfaction and discontinued business (e.g., Becker, Spann, and Barrot 2020; Güneş et al. 2010).

Therein lies the conundrum we aim to address: while cross-selling can be an important revenue-generating tool, it can also have detrimental effects. How, then, do service organizations reap the benefits of cross-selling without encountering its dark side (i.e., upsetting customers)? To address this question, we introduce the concept of *deselling behaviors,* defined as service salespeople's (SSPs') actions that are incongruent

with persuasive intent. Deselling behaviors, we argue, allow service salespeople and firms to cross-sell to *and* satisfy customers simultaneously. Accordingly, the present research complements important recent research on ambidexterity in the following ways.

First, prior research indicates that a dual focus on cross-selling and service provision behaviors (what extant literature refers to as "ambidexterity")[1] is required to achieve the dual outcomes of greater cross-selling performance and customer satisfaction (what we term "ambidextrous effects"). In practice, however, such a dual focus on oft-conflicting cross-selling and service provision behaviors involves a very difficult balancing act that can "constrain the salesperson's ability to fulfill both activities" (Mullins, Agnihotri, and Hall 2020, p. 33). For instance, focusing on both selling and service provision has been found to reduce service salespeople's ability to achieve sales quotas and to prevent them from being committed to service quality (Gabler et al. 2017) (see Table 1 for a review of extant ambidexterity literature.)

To address the difficulty that SSPs have enhancing both cross-selling performance and customer satisfaction, we introduce several deselling behaviors that prevent customers from using their persuasion knowledge, which makes them less likely to think SSPs have persuasive intent (i.e., self-interested sales motives) (e.g., Campbell and Kirmani 2000). As such, SSPs face less customer reactance during a cross-selling episode [i.e., *the moment in time when the service salesperson proposes his/her cross-selling recommendation(s)*]. SSPs are thus more likely to increase their cross-selling performance and customer satisfaction – or achieve ambidextrous effects. Unlike extant

[1] Ambidexterity is defined as "engagement in both customer service provision and cross-/up-selling during service encounters" (Jasmand, Blazevic, and de Ruyter 2012, p. 22). It is typically conceptualized and measured via a multiplicative index of up/cross-selling behaviors and customer service provision (see Table 1).

ambidexterity research, deselling behaviors do not require combining oft-conflicting sales and service behaviors to achieve ambidextrous effects; rather they are individual behaviors that simultaneously boost both cross-selling performance and customer satisfaction. To our knowledge, we are the first to identify individual behaviors linked to these dual outcomes (i.e., ambidextrous effects) (Table 1).

Second, our research approach (i.e., analysis of fly-on-the-wall videos) enabled us to complement traditionally survey-based approaches (Table 1) in new ways. More specifically, by observing real-world service exchanges as they unfold, we were able to uncover several novel deselling behaviors that span two dimensions: a timing dimension (i.e., prior to/during cross-selling episodes) and a nonverbal/verbal dimension. For example, we delineate how proactive discounting (i.e., offering price reductions prior to rather than during cross-selling episodes) can reduce reactance to cross-selling recommendations. Hence, we attend to recent calls in the literature to examine how the timing of servicepeople's actions within customer-salesperson exchanges impacts important service outcomes (e.g., Bolton 2019).

Additionally, we illuminate the oft-overlooked communicative power of SSPs' nonverbal behaviors (e.g., Bitner 1992) by identifying *which* nonverbal behaviors are associated with ambidextrous effects and *when* they should occur in a service exchange. For instance, we argue that SSPs' enactment of observable helping behaviors before a cross-selling episode (i.e., tangibilizing cooperativeness) boosts ambidextrous effects while SSPs' statements indicating their helpfulness do not. This is consistent with contentions that nonverbal behaviors (e.g., people's actions) may be a more influential signal of service salespeople's motives than verbal ones (e.g., people's words) (e.g.,

Bonoma and Felder 1977). Further, we find that SSPs' body positioning that respects customers' autonomy during cross-selling episodes (i.e, passive proxemic positioning) enhances ambidextrous effects. Thus, we also contribute to the field's nascent understanding of how "'little things' experienced in moments in time and space…make big differences to customers" (Bolton et al. 2014, p. 9).

Third, we draw on prior research to take a balanced view of deselling behaviors. Specifically, we illustrate why deselling behaviors enacted *prior* to a cross-selling episode (e.g., tangibilizing cooperativeness and proactively discounting) may impact the relationships between deselling behaviors *during* a cross-selling episode (e.g., passive proxemic positioning, attribution externalizing, vividly educating, and piecemeal recommending) and reactance to cross-selling recommendations.

In sum, we integrate concepts from persuasion knowledge model (PKM) research (Friestad and Wright 1994) and psychological reactance theory (Brehm 1966) to offer a unique theoretical perspective to the service-sales ambidexterity literature. In particular, we introduce and provide a formal definition of deselling behaviors, differentiate deselling behaviors from related concepts, and identify six of them. Additionally, we make the following contributions: (1) we complement prior research by identifying deselling behaviors that can achieve ambidextrous effects without the need to align or combine conflicting sales and service behaviors; (2) we leverage videos from 101 real-world customer-CSR exchanges from 79 different stores and across 17 geographic regions to delineate how several novel deselling behaviors across timing and verbal/nonverbal dimensions influence ambidextrous effects; and (3) we draw on PKM literature to identify tangibilizing cooperativeness and proactively discounting as

important contingency factors in our emergent framework. Managerially, we provide substantive guidance on how service firms can go about executing revenue-generating cross-selling initiatives without upsetting customers.

TABLE 1

SUMMARY OF EXTANT RESEARCH ON INDIVIDUAL AND TEAM-LEVEL AMBIDEXTERITY

	Source	Research Approach	Focal Level of Analysis	Ambidexterity Conceptualized as Interaction of Service / Sales Behaviors	Identifies Single Behaviors Linked to AE	Link Nonverbal Behaviors to AE	Considers the Timing of Behaviors Linked to AE	Service-Sales Performance Outcomes
B2B Context	Agnihotri et al. (2017)	Survey	Individual	Yes	No	No	No	Adaptive Selling Customer Satisfaction
	DeCarlo and Lam (2016)[1]	Survey	Individual	Yes	No	No	No	Sales Quota Performance Profit Margins
	Gabler et al. (2017)	Survey	Individual	Yes	No	No	No	Salesperson commitment to service quality Sales performance
	Mullins, Agnihotri, and Hall (2020)	Survey	Individual	Yes	No	No	No	Customer's willingness to pay a price premium
B2C Context	Becker, Spann, and Barrot (2020)	Lab and Field Experiment	Individual	-	No	No	No	Customer churn Inbound service calls
	Jasmand, Blazevic, and de Ruyter (2012)	Survey	Individual	Yes	No	No	No	Cross-Selling Conversion Rate Customer Satisfaction Efficiency
	Patterson, Yu, and Kimpakorn (2014)	Survey	Individual	Yes	No	No	No	Supervisor-rated sales-service performance
	Sok, Sok, and De Luca (2015)	Survey	Individual	Yes	No	No	No	-
	Yu, Patterson, and de Ruyter (2013)	Survey	Team	Yes	No	No	No	Branch-level sales performance
	Yu, Patterson, and de Ruyter (2015)	Survey	Team	Yes	No	No	No	Branch-level financial performance and customer satisfaction
	Yu et al. (2018)	Survey	Team	Yes	No	No	No	Team-level sales-service performance
	Present Manuscript	**Observational Methods**	**Individual**	**-**	**Yes**	**Yes**	**Yes**	Cross-Selling Performance Customer Satisfaction

Note: [1] This research considers ambidexterity as synergy between hunting and farming orientations.
AE refers to ambidextrous effects (i.e., cross-selling performance and customer satisfaction).

METHOD

To better understand what service salespeople's behaviors are associated with ambidextrous effects (i.e., high cross-selling performance and customer satisfaction), we conducted a qualitative study, employing observational methods and a grounded theory approach to data analysis. This approach was appropriate for two main reasons. First, services involve dynamic processes occurring over time and space, which are difficult for some research methodologies (e.g., interviews and surveys) to capture (e.g., Grove and Fisk 1992). Our qualitative analysis of non-obtrusive, fly-on-the-wall videos allowed us to examine the processual nature of services in real time and space. Second, there is little understanding about what behaviors may be linked to ambidextrous effects and when they should occur within service exchanges (see Table 1). We thus complement prior literature by using grounded theory to discover such behaviors and to identify when they should occur in an exchange (Glaser and Strauss 1967).

In the following sections, we first discuss the trustworthiness of our qualitative research approach. We then describe our research context as well as our data collection, sampling, and data analysis procedures. Finally, we present the novel conceptual model of deselling behaviors emerging from our analyses.

Qualitative Research Approach

Any research approach requires ways to assess its trustworthiness, but the positivist criteria for evaluating trustworthiness (e.g., validity, reliability, and objectivity) are inappropriate for the present research (e.g., Hirschman 1986; Zeithaml et al. 2020). Rather, the appropriate criteria for evaluating qualitative research are the following

'trustworthiness' criteria: credibility, transferability, dependability, confirmability, and distinctiveness (e.g., see Lincoln and Guba 1985; Zeithaml et al. 2020). These criteria address the following questions: How confident are we in the research findings (e.g. credibility)? To what degree will the findings apply in other contexts (e.g., transferability)? Can the research findings be replicated (e.g., dependability)? Did the research findings emerge from service salespeople's behaviors and not solely from the researchers' perspectives (e.g., confirmability)? (Lincoln and Guba 1985; Wallendorf and Belk 1989). How do the research findings differ from those of extant research (e.g., distinctiveness)? (Zeithaml et al. 2020).

In Table 2, we explain the steps we took to ensure adherence to each criterion. For example, we enhance the credibility and confirmability of our research by submitting our findings to representatives from the collaborating company (i.e., a process called member checking) and by ensuring that numerous data sources (e.g., exchange videos, executive/manager meetings, company data) supported our ultimate framework.

Research Context

We collaborated with a Fortune 500, U.S.-based automotive maintenance services firm to illuminate service salesperson behavior associated with ambidextrous effects. The company has 1,331 locations; 800 of those are franchised stores and 531 stores are corporately-owned. We limited our research efforts to corporately-owned stores. At each store, the company provides maintenance services (e.g., oil changes and differential fluid changes) as well as goods (e.g., air filters and wipers). In this context, service salespeople

(SSPs) have discretion over cross-selling. SSPs are neither incentivized nor penalized for choosing whether or not to make cross-selling recommendations.

Data Collection

We utilized observation of SSP-customer exchange video recordings, meetings with company executives, and objective company sales and customer satisfaction data as sources of data for our qualitative inquiry (i.e., triangulation of data sources; see Table 2).

Video recordings. Each company store was equipped with several fly-on-the-wall (FoTW) video cameras that record and store all video content for six weeks. The collaborating company traditionally uses these videos for security purposes, for customer complaint reconciliations, and for operations audits. Signs within each store conveyed to customers that their interactions with service employees are being recorded. We were provided access to the FoTW recordings of all SSP-customer interactions within a six-week period in the fall of 2019. These FoTW videos unobtrusively captured SSP-customer interactions in real time and space, allowing us to engage in the uncommon practice of repeatedly observing multimodal details of encounters over time (e.g., verbal and nonverbal elements) and to examine actual services sales behaviors rather than self-reported renditions of them (e.g., Grove and Fisk 1992).

Executive meetings. We had four meetings with five company executives and managers from the marketing/sales, customer experience, and business development departments. These meetings gave us a broad set of perspectives on important issues and goals these managers sought to address and achieve. Three meetings occurred prior to data collection whereby managers discussed the importance of improving customer

satisfaction while also increasing cross-sales of manufacturer-specified services. Managers also shared details of the services provided in a typical customer exchange, provided us with internal process and training documents to help us understand the language commonly used by SSPs, walked us through their automated service recommendation system, and trained us to access their video server to download SSP-customer exchange videos. In the third meeting, one of the researchers accompanied company executives on a site visit to gain a first-hand account of the service experience.

Importantly, throughout these meetings, managers emphasized the impact of customer-perceived sales pressure on customer satisfaction. Prior research has also found that customers' perception of pressure selling reduce their satisfaction with the salesperson (Zboja, Clark, and Haytko 2016). Thus, we heretofore focus on customers' perceptions of the extent to which SSPs pressured them to buy additional services as an important indicator of customers' satisfaction with the service salesperson. The final meeting involved presenting initial findings to company representativeness (i.e., member checking; see Table 2), which resulted in positive feedback about our insights as well as support for the plausibility and refinement of our conceptual model.

Company data. The collaborating firm provided us with service salesperson (SSP), invoice, and recommendation system information to aid our qualitative research efforts. SSP information included objective sales and customer data (e.g., cross-selling revenue and customer-rated pressure scores) for each SSP. Invoice information included service start/end time, which helped us locate exchange videos on the company's video server. Computer-generated recommendation reports outlined service recommendations

due for each exchange, based on manufacturer specifications; we utilized these reports to sample SSP-customer interactions involving cross-selling opportunities.

Sampling Strategy

Our goal was to employ a sampling strategy that enabled us to build theory by illuminating unique, behavior patterns among SSPs with high cross-selling performance and low pressure scores (i.e., high customer satisfaction). As such, as illustrated in Figure 1, we utilized stratified maximum variation sampling (Stages 1 and 2 in Figure 1) to create an initial sample frame. Then we selected videos for analysis based on theoretical sampling (Stage 3 in Figure 1).

Specifically, because we observed videos of exchanges rather than interview participants in the exchange, we could not rely on interview techniques to illuminate antecedents to ambidextrous effects (e.g., Zeithaml et al. 2020). We needed to sample videos with maximized, or contrasting, outcomes (i.e., exchange videos from SSPs with both high and low cross-selling performance and pressure scores), so we could have the best opportunity to uncover critical behaviors associated with these contrasting outcomes. Thus, we employed stratified maximum variation sampling (a form of purposive sampling) (Patton 2002) to sample videos from SSPs that met a-priori-defined theoretical criteria as well as maximum variation criteria in terms of cross-selling performance and pressure scores. We then stratified videos based on contrasting outcomes, which allowed us to compare and contrast behaviors within videos associated with ambidextrous effects with those that are not (e.g., Lincoln and Guba 1985). We now describe this sampling strategy in detail.

Stage 1: Selecting maximally varied cases. To select cases that are maximally varied in terms of their associated cross-selling performance and pressure scores, we sampled SSP-customer exchange videos that met 1) specific theoretical criteria (e.g., involved cross-selling opportunities from experienced SSPs with typical cross-selling and customer satisfaction measures) and then 2) maximum variation criteria (e.g., involved SSPs that had above or below average cross-selling performance and pressure scores) (e.g., Patton 2002).

Particularly, from a theoretical standpoint, we first needed to ensure that SSP-customer exchanges involved sufficient opportunities for SSPs to cross-sell. To do so, we referred to the participating firm's computer-generated cross-selling recommendation report that is produced during each customer visit. We sampled videos from SSP-customer exchanges that included at least two cross-selling opportunities – or opportunities to sell manufacturer-specified services other than the core service (i.e., oil change), such as differential fluid services or transmission system services. We also wanted to ensure we captured SSP cross-selling and pressure performance scores that were typical for the SSP; therefore, we sampled SSP-customer interactions from SSPs who 1) were involved in more than 1,000 customer interactions and 2) had a least 25 completed customer satisfaction survey scores in the previous 6-months (See Stage 1 – Step 1 in Figure 1).

Thereafter, we took steps to sample videos from SSPs with 'maximally varied' cross-selling/pressure scores (e.g., Patton 2002). More specifically, we sampled videos from SSPs with 6-month cross-selling/pressure scores that were one standard deviation

below and above the firm's total SSP population's 6-month averages[2] (see Stage 1- Step 2 in Figure 1).

Stage 2: Stratification. We classified SSP-customer interactions into cross-selling performance/pressure score stratums and gave SSPs in each stratum a descriptive label. Stratum 1 SSP-customer interactions were derived from SSPs with high cross-selling performance and low pressure scores (i.e., 'Superstars'). Stratum 2 interactions were derived from SSPs with high cross-selling performance and high pressure scores (i.e., 'Hammers'). Stratum 3 interactions were derived from SSPs with low cross-selling performance and low pressure scores (i.e., 'Buddies'). Stratum 4 interactions were derived from SSPs with low cross-selling performance and high pressure scores (i.e., 'Apathetics') (see Stage 2 in Figure 1). This process yielded a sample of 1,130 SSP-customer interaction videos from 226 service salespeople, which then served as the basis for theoretical sampling.

Stage 3: Theoretical sampling. Thereafter, we theoretically sampled and analyzed videos (see below) until we achieved theoretical saturation. The final data set is comprised of 101 interactions across 79 company-owned stores in 17 different geographical regions and 101 SSP-customer interactions from 26 'Superstars', 28 'Hammers', 24 'Buddies' and 23 'Apathetics'.

[2] We calculated SSPs' 6-month average pressure scores using data from the customer survey metric "Pressured to Buy Additional Services"- a Likert scale item ranging from "Extremely" (1) to "Not at All" (5). The company-wide average on this survey item was 4.53 (SD = .80). Many exchanges do not lead to cross-sales; the company's average cross-selling service revenue per customer (for all customer exchanges) was $4.98 (SD = $2.93).

Data Analysis Process

We based our data analysis on the three types of coding suggested by Strauss and Corbin (1998) and regularly found in qualitative marketing research (e.g., Challagalla, Murtha, and Jaworski 2014; Ulaga and Reinartz 2011): open, axial, and selective coding.

Open coding. While viewing randomly selected videos from our initial sampling frame, we employed open coding to identify, label, and categorize SSPs' verbal and nonverbal behaviors appearing in interactions until no new behaviors emerged (e.g., Strauss and Corbin 1998; Zeithaml et al. 2020). Then, we determined which of these codes were related and collated them into first-order categories (Nag and Gioia 2012). During this open coding process, we were blind to videos' stratum classification. In total, we analyzed 28 hours of video and 101 still-shot photos, creating 1,626 codes of behaviors belonging to 48 first-order categories (see Table 3).

Concurrently, we started discerning commonalities among first-order categories to develop abstract, second-order conceptual constructs (e.g., Nag and Gioia 2012). Specifically, we collapsed 48 first-order categories into 14 second-order constructs and demarcated the dimensions of these constructs (e.g., Spiggle 1994). For example, we categorized codes related to SSPs' bodily positioning during cross-selling recommendations into two second-order constructs (e.g., SSP body language and SSP proximity) and specified the dimensions of each construct (e.g., dominant or passive, intrusive or not intrusive, respectively). In Table 3, we outline the first-order categories as well as the second-order constructs (and their dimensions) that emerged from open coding.

Axial coding. Next, we conducted axial coding, which entails "identifying actions and consequences associated with phenomenon" (Strauss and Corbin 1998, p. 126). We sought to illuminate relationships between variations (i.e., dimensions) in second-order constructs and ambidextrous effects (i.e., high cross-selling performance and high satisfaction) (e.g., Zeithaml et al. 2020). Procedurally we became aware of how second-order construct dimensions were linked to SSPs' cross-selling performance/pressure scores and narrowed our analysis on discovering behavioral patterns distinct to 'Superstars'. Although we identify behaviors common to all the stratums (see Table 4), the goal of the present research was to uncover behaviors associated with ambidextrous effects, or high cross-selling performance and low pressure scores. Therefore, our results focus on behaviors common only to 'Superstars'.

For example, while looking in-depth at how SSPs within each stratum attributed cross-selling recommendations, we noticed that (unlike the other three stratums), 'Superstars' tended to attribute cross-selling recommendations to the vehicle's manufacturer. Since manufacturer attribution was only common to 'Superstars', we inferred that this behavior is associated with ambidextrous effects. We made such comparisons of construct dimensions repeatedly until those common only to 'Superstars' were clear. Ultimately, several behaviors were distinct to 'Superstars'. We organize the results of these comparisons in an emergent pattern matrix, which we depict in Table 4 (bolded behaviors in Table 4 are behaviors unique to 'Superstars').

Member checking. Next, following the guidance of Lincoln and Guba (1985, p. 235), we engaged in a process called member checking prior to finalizing our emergent framework. That is, we summarized our initial interpretations (i.e., findings) and

presented them to the collaborating company. We received support for these initial findings as well as questions about whether the timing of discounts differed between stratums. We had not yet considered this, so we re-examined the entire data corpus (e.g., Locke 2001) and unearthed one additional second-order construct – timing of salesperson-initiated discounts. Such member checking enabled us to amend our conceptual framework and further enhance the credibility of our findings (Table 2).

Selective coding. Finally, we commenced selective coding of the data, which is the "process of integrating and refining theory" (Strauss and Corbin 1998, p. 143). The purpose of selective coding is to unify categories around a core category – or one that accounts for most of the variation in the data (Corbin and Strauss 1990). Throughout axial coding and subsequent research team discussions, deselling behaviors emerged as the core theoretical category. By connecting and unifying behaviors common to 'Superstars', deselling behaviors provided theoretical unification. We outline our selective coding and interpretive process in Table 5.

TABLE 1

SUMMARY OF TECHNIQUES EMPLOYED TO ESTABLISH TRUSTWORTHINESS

Criterion Area (Positivist Analog)	Definition of Criterion	Technique	Description of Technique Employed in Present Study
Credibility (Internal Validity)	The extent to which findings reflect adequate and plausible representations of the constructions of reality studied	Member checking	Submitted mini-framework (e.g., coding categories, interpretations, and conclusions) to the scrutiny of company representatives
		Persistent observation	Identified characteristics and elements in an exchange that are most relevant to the research problem and focused on them in detail through segment-by-segment analysis
		Triangulation of investigators	Both members of the research team collected and interpreted data
		Triangulation of sources	Numerous data sources (e.g., exchange videos, executive/ manager meetings, and objective company data) supported our ultimate interpretive framework
		Peer debriefing	Periodically met with peers who are not researchers on the project but who served to critique and question the emerging interpretation
		Negative case analysis (or disconfirming evidence)	Utilized constant comparison method to obtain substantial evidence of hypotheses acceptability
Transferability (External Validity)	The extent to which working hypotheses have applicability in contexts not sampled, based on an assessment of similarity between the two contexts	Thick description	Provided of a 'thick description' of our context and of the proposed conditional relationships in our emergent framework
		Purposive sampling	Sampled from service salespeople with 'maximally varied' cross-selling performance and pressure scores
		Triangulation across sites	Sampled from 101 different service salespeople from 79 stores across 17 geographic regions
		Emergent design	Continuously refined working hypotheses via constant comparison
Dependability (Reliability)	The extent to which findings would be repeated if the inquiry were replicated with the same (or similar) subjects (respondents) in the same (or similar) context	Inquiry team interaction	Ensured regular communication between research team members whenever one saw a need for deviating from originally-planned data collection and analysis procedures
		Triangulation of investigators	Both members of the research team collected and interpreted data
Confirmability (Objectivity)	The extent to which results (e.g., constructs and propositions) are determined by the subjects or conditions of the inquiry and not by the biases, motivations, or perspectives of the researchers	Triangulation of sources	Numerous data sources (e.g., exchange videos, executive/ manager meetings, and objective company data) supported our ultimate interpretive framework
Distinctiveness (Discriminant Validity)	The extent to which a new theory's constructs and propositions are different from existing ones	Description of Differences	Detailed differences in definitions of our constructs and propositions relative to similar constructs and propositions in extant literature

Note: Positivist science employs the evaluative concepts of internal validity, external validity, reliability, objectivity, and discriminant validity as a measure of research rigor (see Zeithaml et al. [2020]). Hence, we've included the analogous positivist criteria corresponding to each naturalistic criteria. Definitions of and techniques to demonstrate credibility, transferability, dependability, and confirmability are based on work by Hirschman (1986), Lincoln and Guba (1985), and Wallendorf and Belk (1989). The fifth criterion, distinctiveness, was proposed by Zeithaml et al. (2020).

TABLE 2

FIRST-ORDER CATEGORIES AND SECOND-ORDER CONSTRUCTS EMERGING FROM OPEN CODING

First-Order Categories	Second-Order Constructs	Second-Order Construct Dimensions
1. SSP greets customer 2. SSP steers conversations straight to oil change 3. SSP asks how to be of service 4. SSP asks permission to enter vehicle 5. SSP introduces him/herself	1. Initial Opening Style	• Task-oriented • Customer-oriented
6. Checks air filter 7. Checks cabin air filter 8. Assists team with oil change 9. Does not engage in service 10. Shows customer air filter 11. Assists team in checking tires	2. SSP Helping Behavior	• Helped provide the service • Did not help provide the service
12. Tells customer about app coupon at beginning of exchange 13. Discusses website coupon codes proactively 14. Offers discount along with recommendation 15. Bundles services and products for price discount in recommendation pitch	3. Source of Coupons or Discounts	• Salesperson-Initiated • Company-Initiated
16. Offers conditional price promotion with cross-sell recommendation 17. Tells customer about app coupon directly after recommendation 18. Customer brings in mailed or emailed coupon for service 19. Customer uses company-provided coupon	4. Timing of Price Promotion	• Before cross-selling recommendation • As part of cross-selling recommendation
20. SSP focuses on educating customers about the benefits of services 21. SSP asks customer if they'd like to engage in a service check-up 22. SSP provides an overview of service check-up 23. SSP uses guilt appeals 24. SSP uses fear appeals 25. SSP uses Carfax report as a shaming tactic	5. General Approach to Cross-Selling	• Threat-based approach • Soft-sale approach

TABLE 3 (CONTINUED)

26. SSP tells customers that recommendations are generated by manufacturer based on mileage specifications 27. SSP states that the firm or "we" recommend services that are due 28. SSP makes a self-generated recommendation	6. Attribution of Recommendation	• Manufacturer Attribution • Firm attribution • Serviceperson attribution
29. SSP uses recommendation system graphics to educate customers about recommendations 30. SSP looks at recommendation system to list off recommendations 31. SSP prints out recommendations and hands paper to customer at the end of the service	7. Interaction with Recommendation System for Cross-Selling	• Interactive screen usage to educate customers about recommendations • Static screen interaction to recite recommendations
32. SSP has shoulders facing customer 33. SSP has shoulders facing podium or recommendation system	8. SSP Body Language	• Dominant- body oriented toward customer • Nondominant – body oriented away from customer
34. SSP is closer to customer window than podium 35. SSP has arms on podium 36. SSP leaves hand on mouse and keyboard when making recommendation	9. SSP Proximity	• Close to customer (intrusive) • Close to podium (not intrusive)
37. SSP gauges customer interest or ask for a sale after each recommendation 38. SSP presents categories of recommendations before gauges customer interest or asking for the sale 39. SSP lists of all recommendations before gauging customer interest or asking for the sale	10. Timing of the Ask	• After aggregated/all recommendations • After each one
40. SSP presents each recommendation separately 41. SSP presents bundles of recommendation for each service category 42. SSP presents recommendations all at one time	11. Timing of Presenting Recommendations	• Disaggregated • Aggregated or all at once
43. SSP recommends all services that were due	12. Cross-selling Compliance	• Recommended all • Did not recommend any
44. Customer waited > 3 minutes after service is complete to pay	13. Timing of Payment	• Before service is complete • After service is complete*

TABLE 3 (CONTINUED)

45. SSP asks customer about his/her day during the encounter 46. SSP asks how customer is doing 47. SSP initiates conversation with customer while customer waits for service 48. SSP discloses personal information during conversation while service is delivered	14. Rapport development efforts	• Engaged in rapport development efforts over course of exchange • Did not engage in rapport development efforts over course of exchange

TABLE 3

MATRIX OF EMERGENT PATTERNS FROM STRATUM COMPARISONS DURING AXIAL CODING

Timing of Behavior	Second-Order Constructs	Dimensions of Second-Order Constructs	Superstars (Stratum 1)	Hammers (Stratum 2)	Buddies (Stratum 3)	Apathetics (Stratum 4)
Prior to Recommendation(s)	Initial Opening Style	• Task-oriented	-	**x**	-	**x**
		• Customer-oriented	**x**	-	**x**	-
Prior to Recommendation(s)	Helping Behavior	• **Helped provide the service**	**x**	-	-	-
		• Did not help provide the service	-	**x**	-	**x**
Prior to Recommendation(s)	Source of Price Reduction	• **Salesperson-Initiated**	**x**	-	-	-
		• Company-Initiated	-	-	-	-
Prior to or During Recommendation(s)	Timing of Price Reduction	• **Before cross-selling recommendation**	**x**	-	-	-
		• During cross-selling recommendation	-	**x**	-	-
During Recommendation(s)	General Approach to Selling	• Threat-based approach	-	**x**	-	-
		• Soft-sale approach	-	-	-	-
During Recommendation(s)	Attribution of Recommendation	• **Manufacturer Attribution**	**x**	-	-	-
		• Firm attribution	-	**x**	-	**x**
During Recommendation(s)	Interaction with Recommendation System	• **Interactive screen usage to educate customers about recommendations**	**x**	-	-	-
		• Static screen interaction to recite or tell about recommendations	-	**x**	**x**	-
During Recommendation(s)	SSP Body Language	• Dominant body orientation	-	**x**	-	-
		• Nondominant body orientation	**x**	-	-	-
During Recommendation(s)	SSP Proximity	• Close to customer - intrusive	-	**x**	-	-
		• **Closer to podium – not intrusive**	**x**	-	-	-
During Recommendation(s)	Timing of the Ask	• After aggregated /all recommendations	-	**x**	-	-
		• **After each one**	**x**	-	-	-
During Recommendation(s)	Timing of Presenting Recommendations	• **Disaggregated**	**x**	-	-	-
		• Aggregated or all at once	-	**x**	-	-
During Recommendation(s)	Cross-selling Compliance	• Recommend all	**x**	**x**	-	-
		• Did not recommend any	-	-	-	**x**
After Recommendation(s)	Timing of Payment	• Before service is complete	-	**x**	-	-
		• **After service is complete***	**x**	-	-	-
Throughout Service Exchange	Rapport development efforts	• Engaged in rapport development efforts	-	-	**x**	-
		• Did not engage in rapport development efforts	-	-	-	**x**

(x) denotes an emerging pattern and (-) indicates that no pattern emerged. **Bolded dimensions** denote an emergent pattern occurring only in 'Superstar' interactions. *While 'Superstars' tended to process customer payments after the service is complete, the temporal structure of the process prevents impact of this variable on ambidextrous performance.

TABLE 4

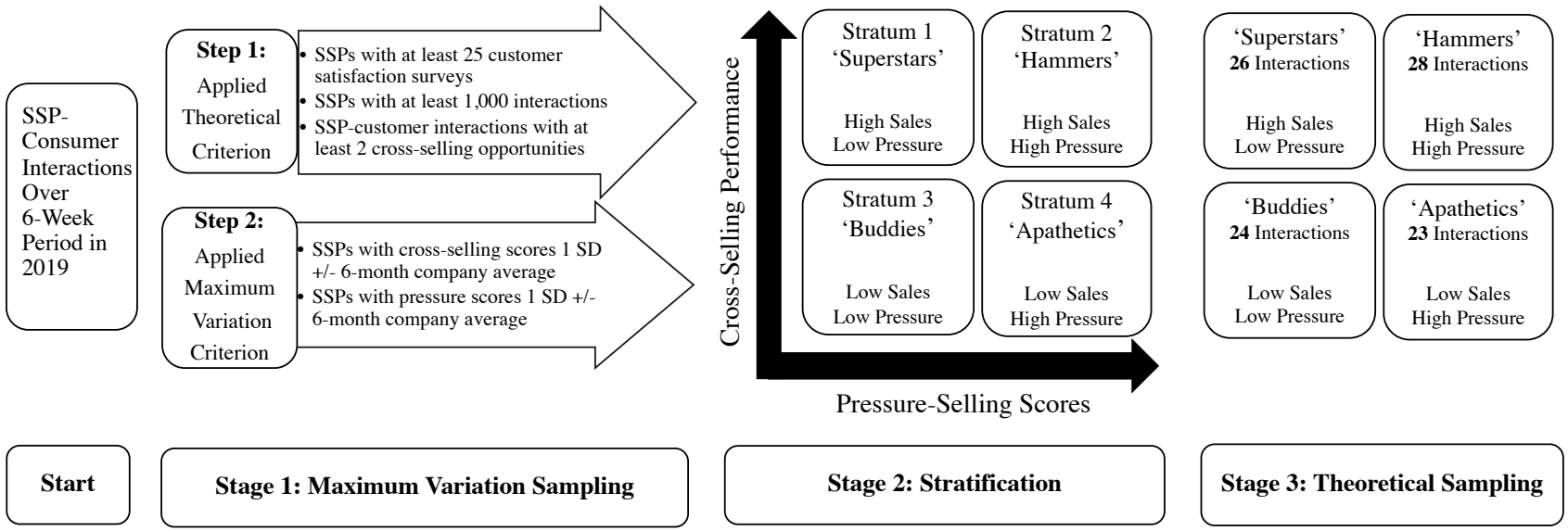
OUTLINE OF SELECTIVE CODING AND THEMATIC INTERPRETATION PROCESS

Second-Order Constructs	Second-Order Construct Dimensions	Unifying Themes (Selective Coding)	Core Theme
Helping Behavior	• **Helped provide the service** • Did not help provide the service	Tangibilizing Cooperativeness	Deselling Behaviors
Source of Coupons or Discounts	• **Salesperson-Initiated** • Company-initiated	Proactively Discounting	
Timing of Price Reduction	• **Before cross-selling recommendation** • During cross-selling recommendation		
Attribution of Recommendation	• **Manufacturer Attribution** • Firm attribution	Attribution Externalizing	
Interaction with Recommendation System	• **Interactive screen usage to educate customers about recommendations** • Static or minimal screen interaction to recite or tell about recommendations	Vividly Educating	
SSP Body Language	• Dominant body orientation • **Nondominant body orientation**	Passive Proxemic Positioning	
SSP Proximity	• Close to customer - intrusive • **Close to podium – not intrusive**		
Timing of the Ask	• After aggregated/ all recommendations • **After each one**	Piecemeal Recommending	
Timing of Presenting Recommendations	• **Disaggregated** • Aggregated or all at once		

Bolded dimensions denote an emergent pattern occurring only in 'Superstar' interactions.

FIGURE 1

OUTLINE OF SAMPLING PROCESS



THEORETICAL BACKGROUND AND RESULTS

We now integrate concepts from the persuasion knowledge model (Friestad and Wright 1994) and psychological reactance theory (Brehm 1966) to provide a theoretical basis for our framework of deselling behaviors. Thereafter, we present our framework of deselling behaviors, which emerged from our qualitative analysis.

Theoretical Underpinnings

Persuasion knowledge model (PKM). PKM research suggests that customers draw on their persuasion knowledge (i.e., naive theories about persuasion) to identify when someone is trying to persuade them and to inform their responses to "persuasion episodes" (e.g., cross-selling episodes) (Friestad and Wright 1994). Customers' use of persuasion knowledge generally involves them thinking that a salesperson has persuasive intent (i.e., self-interested sales motive) (Kirmani and Zhu 2007). However, customers are more likely to activate their persuasion knowledge when persuasive intent is highly accessible, or when SSPs' behavior is strongly associated with self-interested sales motives (Campbell and Kirmani 2000).

For instance, when SSPs use high-pressure sales tactics (source signal), SSPs' persuasive intent is highly accessible; thus, customers are likely to draw on their persuasion knowledge and have greater perceptions of SSPs' persuasive intent. Correspondingly, they have more negative attitudes about SSPs (Campbell and Kirmani 2000). However, when SSPs are helpful (source signal) or deliver a message in an understandable way (message signal), customers are less likely to activate persuasion

knowledge because persuasive intent is not as strongly associated with these behaviors (i.e., it's less accessible) (e.g., Friestad and Wright 1994). So, SSPs' behaviors that suppress the accessibility of their persuasive intent inhibit customers' from using their persuasion knowledge to infer it, thus making customers more likely to view SSPs positively (Campbell and Kirmani 2000; Friestad and Wright 1994).

Research supports the notion that customers generally think salespeople have persuasive intent (e.g., Campbell and Kirmani 2000).[3] Such a belief should be particularly pronounced during cross-selling episodes that involve selling additional services that customers have not expressed an interest in (Becker, Span, and Barrot 2020; Fitzsimmons and Lehmann 2004) Naturally, then, customers may be turned off by SSPs' cross-selling attempts in a service exchange, and they can thus "backfire" by leading to negative effects (e.g., Campbell and Kirmani 2000). Reactance theory provides insight into why this occurs.

Reactance theory. According to reactance theory, individuals think it's their right to have freedom over their behaviors and attitudes. When this freedom is threatened, they experience reactance, which is a motivational state directed toward freedom restoration (Brehm 1966). During a cross-selling episode, customers may experience a threat to their freedom because they believe SSPs are "trying to persuade, and thereby control, the self" (Campbell and Kirmani 2008, p. 561). Customers' ensuing reactance motivates them to restore their sense of freedom. They may do so by: 1) devaluing or not complying with the recommendation(s) (Clee and Wicklund 1980; Fitzsimmons and Lehmann 2004) and/or 2) having negative attitudes toward SSPs or by rating them poorly on satisfaction

[3] Following prior research, we consider customers' perceptions of a SSP's persuasive intent rather than the SSP's actual intent (e.g., Friestad and Wright 1994; Campbell and Kirmani 2000).

surveys (Burgoon et al. 2002). Indeed, when SSPs are "seen as intending to persuade, there should be reactance arousal" and its accompanying negative effects (Clee and Wicklund 1980, p. 392).

Deselling Behaviors

Deselling behaviors. Deselling behaviors, defined as *service salespeople's actions that are incongruent with persuasive intent*, emerged from our qualitative analysis as means by which SSPs can combat customer reactance to cross-selling episodes. By acting as source or message signals that suppress the accessibility of SSPs' self-interested sales motives, deselling behaviors reduce customers' perceptions of SSPs' persuasion intent (i.e., *the extent to which a customer perceives the service salesperson to have self-interested sales motives*) (e.g. Campbell and Kirmani 2000). Thus, deselling behaviors enhance customers' freedom and thereby mitigate customers' reactance to cross-selling recommendations (Wicklund 1974), which increases compliance with cross-selling recommendations (i.e., enhances cross-selling performance) (e.g., Clee and Wicklund 1980) and engenders positive attitudes toward the SSP (i.e., enhances satisfaction) (e.g., DeCarlo 2005).[4]

Distinctiveness of deselling behaviors. Given that deselling behaviors is a new concept, it is important to distinguish it from related concepts in the literature (Zeithaml et al. 2020). Hence, we highlight differences between deselling behaviors and customer orientation, adaptive selling, and influence tactics (e.g., recommendations). Customer orientation is an employee's disposition to meet customers' needs (e.g. Brown et al.

[4] In the present study, cross-selling performance is defined as *revenue from the sales of additional services other than the core service* (i.e., oil change). Satisfaction is defined as *a customer's affective state toward a service salesperson* (e.g., Crosby, Evans, and Cowles 1990).

2002; Saxe and Weitz 1982) or "the degree to which a salesperson identifies and meets customer needs and interests in different stages of the sales encounter" (Homburg, Müller, and Klarmann 2011, p. 56).[5] Adaptive selling refers to altering selling behaviors to fit customers' unique needs (Mullins, Agnihotri, and Hall 2020; Weitz, Sujan, and Sujan 1986). Lastly, recommendations are, "arguments used to convince a customer that products or services purchased from the salesperson would be beneficial" to the customer (McFarland, Challagalla, and Shervani 2006, p. 105).

Deselling behaviors, on the contrary, are not dispositions and do not entail adapting or enacting selling behaviors to meet customers' needs. Further, deselling behaviors do not involve making specific arguments to convince customers to take a recommended action. Deselling behaviors, on the contrary, are service salespeople's actions that are incongruent with persuasive intent. So, rather than making customers feel like SSPs are trying to "sell" them by persuading or convincing them to buy services/products, *deselling* enables customers to feel like they are making a free choice.

[5] In our study, we found that customer-oriented greetings (e.g., How can I help you today?) weren't associated with ambidextrous effects while deselling behaviors were.

FRAMEWORK OF DESELLING BEHAVIORS

Prior research suggests that service salespeople's actions throughout a service exchange inform customers' perceptions about service salespeople's persuasive intent, which can shape their ultimate response to a cross-selling episode. Recall that a cross-selling episode is the moment in time when a SSP makes a cross-selling recommendation. Accordingly, our framework captures novel verbal and nonverbal deselling behaviors both prior to and during cross-selling episodes (Figure 2). In the following sections, we define these constructs and develop logic underpinning their impact on ambidextrous effects (i.e., cross-selling performance and customer satisfaction). Further, we outline how deselling behaviors enacted prior to a cross-selling episode impact the relationships between deselling behaviors *during* a cross-selling episode (e.g., passive proxemic positioning, attribution externalizing, vividly educating, and piecemeal recommending) and reactance to cross-selling recommendations. We begin by describing two nonverbal deselling behaviors that emerged from our research and how they impact cross-selling performance and customer satisfaction.

Nonverbal Source Signals

Service salespeople's nonverbal signals, or "behaviors other than words themselves that form a socially shared coding system," (Burgoon 1994, p. 231) influence service outcomes (Bitner 1990) and are among the most accessible and most relevant determinants of how *sources* of persuasive messages are perceived (Mehrabian and Williams 1969). Two deselling behaviors that operate as nonverbal source signals prior to

and during cross-selling episodes arose from our research: tangibilizing cooperativeness and passive proxemic positioning.

Tangibilizing cooperativeness. Tangibilizing cooperativeness is defined as *the extent to which a service salesperson's nonverbal behavior demonstrates helpfulness toward others*. Prior research suggests that SSPs can tangibilize cooperativeness by enacting helping behaviors, such as by being willing to give up time to help fellow employees complete service tasks (Podsakoff and Mackenzie 1994). In our study, 'Superstars' tended to tangibilize cooperativeness by voluntarily engaging in 'hands on' service prior to cross-selling. They assisted fellow employees by inspecting the customer's vehicle or helping them change the customer's oil. 'Hammers' and 'Apathetics', however, rarely engaged in such helpful 'hands on' service (see Table 4).

Service salespeople who tangibilize their cooperativeness signal to customers they are more "others-interested" and less self-interested (e.g., Kirmani and Campbell 2004). This reduces customers' perceptions of SSPs' underlying persuasive intent (i.e., the extent to which a customer perceives a SSP to have self-interested sales motives) (e.g., Campbell and Kirmani 2000). As a consequence, customers are likely to be less reactant to subsequent cross-selling episodes, which should engender positive attitudes toward the SSP and greater cross-selling performance (e.g. Clee and Wicklund 1980; Wood and Eagly 1981). Formally, we propose:

> P_1: *Tangibilizing cooperativeness before a cross-selling episode decreases customer reactance to a cross-selling recommendation and thereby increases cross-selling performance and customer satisfaction*.

Passive proxemic positioning. Passive proxemic positioning is defined as *the extent to which a service salesperson exhibits a benign physical presence while cross-*

selling. Coined by Edward Hall (1966), proxemics refers to the study of people's use of and perception of space. In a service salesperson-customer exchange, use of space can involve two proxemic dimensions: SSPs' shoulder orientation toward and SSPs' physical distance from the customer (e.g., Hall 1966; Mehrabian 1969). Specifically, these proxemic dimensions impact the degree to which customers' perceive SSPs to be dominant - or to be attempting to control them (Burgoon and Dunbar 2006; Burgoon and Jones 1976).

In the present study, for instance, 'Hammers' commonly oriented their shoulders toward customers and positioned themselves close to them (i.e., closer to the customer/vehicle than the recommendation podium) during a cross-selling episode. Research argues that when a SSP maintains such a direct shoulder orientation (i.e., at 0 to 30 degree angle from the customer) or positions him/herself inside customers' 'proxemic bubble' (Hall 1974), customers are likely to perceive the SSP as being dominant (Carney, Hall, and LeBeau 2005), and thus as having greater persuasive intent (Albert and Dabbs 1970; Burgoon and Dunbar 2006; Mehrabian and Williams 1969).[6] That's because SSPs' dominance is implicitly associated with their desire to control the customer (Burgoon and Dunbar 2006). So, dominant proxemic positioning likely alerts customers to SSPs' persuasive intent, threatens customers' freedom, and generates reactance (Edney, Walker, and Jordan 1976; Burgoon and Jones 1976).

'Superstars', on the other hand, tended to maintain passive proxemic positions while cross-selling by orienting their shoulders away from customers and/or increasing

[6] In the present study, the exchange is likely expected to occur at a *social* interpersonal distance (i.e., the SSP is outside of 36 inches from the customer/vehicle) (Hall 1974) rather than at an *intimate* distance, which is more appropriate for intimate service encounters (see Price, Arnould, and Tierney 1995). A "personal space invasion" occurs when SSPs violate these spatial norms (Felipe and Sommer 1966).

their physical distance from customers (i.e., closer to the recommendations podium than to the customer/vehicle). We suggest that such benign proxemic positioning is not likely to alert customers to SSPs' persuasive intent, so customers have a greater sense of freedom in the exchange. As such, passive proxemic positioning reduces customers' reactance to cross-selling episodes, which engenders positive attitudes toward SSPs and increases customers' compliance with cross-selling recommendations (e.g., Clee and Wicklund 1980; Hui and Bateson 1991). Formally, we propose:

> P_2: *Passive proxemic positioning during a cross-selling episode decreases customer reactance to a cross-selling recommendation and thereby increases cross-selling performance and customer satisfaction.*

Verbal Source Signals

We identify two key verbal deselling behaviors that mitigate reactance to cross-selling recommendations. These deselling behaviors act as verbal source signals prior to (e.g., proactively discounting) or during a cross-selling episode (e.g., attribution externalizing).

Proactively discounting. Proactively discounting is defined as *the extent to which a service salesperson-initiated price reduction precedes a cross-selling episode*. For example, at the beginning of the exchange, many 'Superstars' informed customers they could get a $10 off coupon by going to a specific website and downloading a coupon code. Others told customers they could download the company app or use a memorized code to receive a $5 off promotion. Hammers', on the other hand mostly offered such price reductions during cross-selling episodes.

Because proactive discounts (like those commonly offered by 'Superstars') were initiated by the SSP prior to cross-selling episodes, they are not perceived to be contingent upon specific cross-buying behavior. Hence, customers are less likely to view

them as self-interested sales tactics; correspondingly they are less likely to view SSPs as self-interested (e.g., Campbell and Kirmani 2000). In contrast, research indicates that customers may perceive discounts provided *during* recommendations (like those commonly offered by 'Hammers') as sales tactics that are intended to control cross-buying behavior (Inman, Peter, and Raghubit 1997), which generates reactance (e.g., Kivetz 2005). Proactively discounting, therefore, should reduce perceptions of SSPs' persuasive intent, which enhances customers' freedom, increases positive attitudes toward the SSP, and mitigates reactance to subsequent cross-selling episodes (Clee and Wicklund 1980; Wood and Eagly 1981). Stated formally:

> P_3: *Proactively discounting prior to a cross-selling episode decreases customer reactance to a cross-selling recommendation and thereby increases cross-selling performance and customer satisfaction*.

Attribution externalizing. Attribution externalizing is *the extent to which a service salesperson accredits a cross-selling recommendation to an external party*. In our study, cross-selling recommendations were externalized by attributing them to a vehicle's manufacturer (rather than to the firm). 'Superstars' commonly delivered recommendations in this manner. For instance, one 'Superstar' SSP told a customer, "There are a few recommendations for you, and those are coming directly from Mazda..." 'Hammers' and 'Apathetics', on the contrary, more commonly attributed these recommendations to the firm (e.g., "We have a few recommendations for you").

Per attribution research, consumers are less likely to think SSPs have persuasive intent when recommendations are attributed to an external party (e.g., Kelley 1973) because they are seen as arising from a less biased source rather than a self-interested one (DeCarlo 2005; Eagly, Wood, and Chaiken 1978). As such, attributing cross-selling

recommendations to an external party (e.g., vehicle manufacturer) reduces customers' perceptions of SSPs' persuasive intent and enhances their freedom (i.e., reduces reactance). Thus, customers are more likely to have positive attitudes toward SSPs and greater compliance with recommendations (e.g., Clee and Wicklund 1980; DeCarlo 2005). Formally, we propose:

> P_4: *Attribution externalizing during a cross-selling episode decreases customer reactance to a cross-selling recommendation and thereby increases cross-selling performance and customer satisfaction.*

Verbal Message Signals

Verbal message signals relate to how a salesperson delivers the content of a persuasive message (i.e., cross-selling recommendation). When service salespeople propose recommendations in a manner that increases customers' understanding of them, customers perceive SSPs to have less persuasive intent as they are better able to evaluate recommendations to make a free choice (Clee and Wicklund 1980). Accordingly, our research identifies vividly educating and piecemeal recommending as two verbal message signals that can reduce reactance to cross-selling recommendations.

Vividly educating. Vividly educating is defined as *the extent to which a service salesperson integrates visualization tools into a cross-selling recommendation*. Service salespeople who incorporate visualization tools into their cross-selling recommendations allow customers to experience the service via mental imagery. This makes abstract services more concrete and promotes customers' understanding of them (Clark and Paivio 1991; Hill et al. 2004). For example, many 'Superstars' facilitated customers' understanding of recommendations by pairing their verbal recommendations with vivid

graphics generated by their firm's computerized recommendation-tool. 'Hammers' and 'Buddies', alternatively, tended to merely tell customers about recommended services or provide them with a text-based print-out of the recommendations without employing such visualization tools.

Prior research argues that customers actively draw inferences about the agent (e.g., service salesperson) from how understandably they deliver a persuasive message (Friestad and Wright 1994). For instance, persuasion research suggests that when service salespeople present cross-selling recommendations in a way that's difficult for customers to understand, customers view them negatively (e.g., Eagly 1974; Ratneshwar and Chaiken 1991). When SSPs vividly educate, however, customers better understand cross-selling recommendations. SSPs, then, are viewed as facilitating customers' ability to evaluate the merits of the recommendation to make a self-determined, free choice (e.g., Botti and McGill 2006), which should reduce customers' perceptions of their persuasive intent (Clee and Wicklund 1980). As such, vividly educating reduces reactance to the recommendations, which engenders positive attitudes toward SSPs and increases compliance with recommendation(s) (Clee and Wicklund 1980; Ratneshwar and Chaiken 1991). Formally:

> P_5: *Vividly educating during a cross-selling episode decreases customer reactance to a cross-selling recommendation and thereby increases cross-selling performance and customer satisfaction.*

Piecemeal recommending. Piecemeal recommending is defined as *the extent to which a service salesperson disaggregates cross-selling recommendations*. For example, 'Superstars' tended to disaggregate recommendations by presenting them one-at-a-time. 'Hammers', however, tended to present recommendations in an aggregated set (i.e., all in

a category or all that were due). Receiving such aggregated recommendations can impair customer's ability to evaluate the recommendations (Woodall and Burgoon 1981) and hinder customers' ability to make a self-determined, free choice (e.g., Botti and McGill 2006; Clee and Wicklund 1980).

Research on piecemeal processing, however, suggests that presenting recommendations one-at-a-time can reduce decision complexity (Townsend and Kahn 2013). And as aforementioned, extant research suggests that when SSPs deliver recommendation content in a way that promotes its understanding (such as by presenting them one-at-a-time) customers are better able to make a free choice. As such, customers are less likely to view SSPs as having persuasive intent when they present recommendations in a piecemeal fashion. Customers, then, have greater freedom, are less reactant to cross-selling recommendations, and are more likely to have positive attitudes toward SSPs and to comply with the recommendations when they are presented one-at-a-time (e.g., Clee and Wicklund 1980). Stated formally,

> P_6: *Piece-meal recommending during a cross-selling episode decreases customer reactance to a cross-selling recommendation and thereby increases cross-selling performance and customer satisfaction.*

Moderating Relationships

The preceding sections describe six deselling behaviors and their likely main effects on reactance to cross-selling recommendations. However, research offers insights into why deselling behaviors enacted *prior* to a cross-selling episode (e.g., tangibilizing cooperativeness and proactively discounting) may impact the relationships between deselling behaviors *during* a cross-selling episode (e.g., passive proxemic positioning,

attribution externalizing, vividly educating, and piecemeal recommending) and reactance to cross-selling recommendations.

Per our prior discussion, when SSPs *do not* enact 'prior to' deselling behaviors (e.g., tangibilizing cooperativeness and proactively discounting) customers are more likely to activate their persuasion knowledge prior to the cross-selling episode. For example, customers are more likely to activate their persuasion knowledge when they do not perceive "others-interested" behaviors, such as SSPs helping their teammates check tire pressure or proactively offering them a coupon. Upon activation, customers become more suspicious of SSPs persuasive intent and are expected to engage in controlled, thoughtful processing of information that may signal SSPs' intent (Darke and Ritchie 2007; Fein, Hilton, and Miller 1990). That is, customers view SSPs' behaviors with a suspicious mindset, and they become *more sensitive* to subsequent signals of SSPs' persuasive intent *during cross-selling episodes* (e.g., Campbell and Kirmani 2000; Darke and Ritchie 2007; DeCarlo 2005).

More specifically, when SSPs *do not* enact deselling behaviors prior to cross-selling, customers are likely to be particularly attuned to SSPs' proxemic positioning. Hence, customers are likely to perceive a much higher level of SSP persuasive intent when SSPs stand close to them and have a direct shoulder orientation while cross-selling (i.e., dominant proxemic positioning) than when SSPs engage in passive proxemic positioning. Customers are also likely to infer greater SSP persuasive intent when they attribute cross-selling recommendations to their firm than when they attribute recommendations to an external firm (i.e., attribution externalizing). Further, customers' inferences of SSPs' persuasive intent is likely to be much greater when SSPs vaguely

present cross-selling recommendations verbally or all at once rather than in a more vivid (i.e., vividly educating) or individualistic way (i.e., piecemeal recommending). Thus, when SSPs don't tangibilize cooperativeness or proactively discount *prior* to a cross-selling episode, customers are expected to experience a more profound threat to their freedom and to be especially reactant to cross-selling recommendations when SSPs also don't enact deselling behaviors *during* cross-selling.

Alternatively, customers are likely to think SSPs are more "others-interested" rather than driven by self-interested sales motives when they assist their co-workers (i.e., tangibilizing cooperativeness) or offer them a coupon prior to a cross-selling episode (i.e., proactively discounting). As such, customers are *less* likely to activate their persuasion knowledge upon perceiving these deselling behaviors, and they thus tend to be *less* suspicious of SSPs' motives (Campbell and Kirmani 2000). When customers enter into a subsequent cross-selling episode with a less suspicious mindset (e.g., DeCarlo 2005), they are likely to filter SSP behaviors without thoughtfully processing information that may signal SSPs' intent (Campbell and Kirmani 2000; Darke and Ritchie 2007; Fein, Hilton and Miller 1990).

Engaging in deselling behaviors prior to a cross-selling episode, therefore, should make customers *less sensitive* to subsequent signals of SSPs' intent *during cross-selling episodes* (e.g., Campbell and Kirmani 2000; DeCarlo 2005). For instance, when SSPs help fellow teammates prior to a cross-selling episode, customers are less likely to distinguish between SSPs' firm-attributed cross-selling recommendations or ones that are attributed to external parties. Or, when SSPs' offer customers a coupon early in the exchange (i.e., proactive discounting), customers will tend to view SSPs as others-

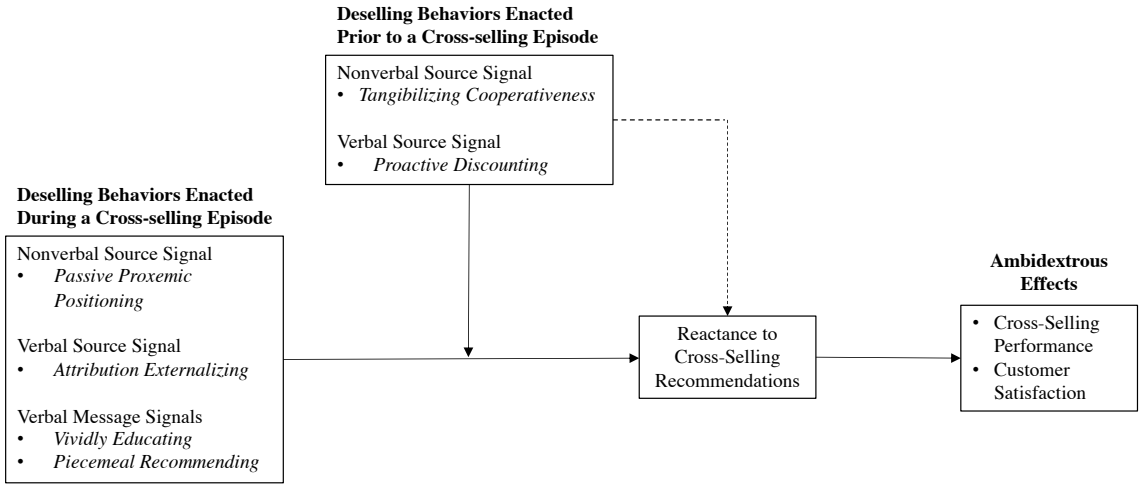
oriented whether or not they use visualization tools (i.e., vividly educating) or present cross-selling recommendations one-at-a-time (i.e., piecemeal recommending). Moreover, when SSPs enact 'prior to' deselling behaviors, customers are less likely to be alerted to SSPs persuasive intent when they either maintain passive proxemic positions or dominant ones while cross-selling. Stated formally:

> *P_{7a}: The relationship between a) passive proxemic positioning, b) attribution externalizing, c) vividly educating, and d) piecemeal recommending and reactance to cross-selling recommendations will be less negative when SSPs tangibilize cooperativeness prior to a cross-selling episode than when they do not.*

> *P_{7b}: The relationship between a) passive proxemic positioning, b) attribution externalizing, c) vividly educating, and d) piecemeal recommending and reactance to cross-selling recommendations will be less negative when SSPs proactively discount prior to a cross-selling episode than when they do not.*

FIGURE 2

CONCEPTUAL FRAMEWORK OF DESELLING BEHAVIORS



DISCUSSION

To generate additional revenue, organizations are increasingly relying on service providers to engage in cross-selling activities (e.g., Rapp et al. 2017; 2020). Yet, there is evidence that doing so can be harmful to service outcomes and sales performance (e.g., Gabler et al. 2017; Güneş et al. 2010). We suggest a potential reason for these harmful effects is that cross-selling can activate customers' persuasion knowledge and make customers more likely to think SSPs have persuasive intent, which generates customer reactance (Becker, Spann, and Barrot 2020). As a consequence, customers are likely to be less compliant with cross-selling recommendations and less satisfied with service salespeople (Clee and Wicklund 1980).

The present research, therefore, attempts to address the question: How do service salespeople (SSPs) and service organizations reap the benefits of cross-selling without encountering its dark side (i.e., upsetting customers)? We blend our findings from 101 fly-on-the-wall videos of real SSP-customer exchanges with logic from the persuasion knowledge model (Friestad and Wright 1994) and psychological reactance theory (Brehm 1966) to introduce a multidimensional, emergent framework of deselling behaviors (Figure 2). This unique framework reflects three key ways that salespeople's behaviors can signal important information to customers (e.g., nonverbal source signals, verbal source signals, and nonverbal message signals) that can reduce customers' reactance to cross-selling episodes and, in turn, boost ambidextrous effects (i.e., both cross-selling performance *and* customer satisfaction).

Notably, the framework identifies efficacious deselling behaviors both prior to and during a cross-selling episode. That is, what SSPs do before making a cross-selling

recommendation and how they go about delivering cross-selling recommendations is proposed to influence how customers perceive and react to them. In the next sections, we provide implications for theory and practice, discuss study limitations, and offer future research avenues.

Theoretical Implications

The present research advances the marketing literature in several ways. First, prior service-sales ambidexterity research indicates that engaging in ambidexterity (i.e. cross-selling while satisfying customers) requires combining oft-conflicting sales and service behaviors, which is difficult to do and can have detrimental consequences (e.g., Agnihotri et al. 2016; Gabler et al. 2017). Indeed, research has uncovered motivational states like promotional focus (e.g., DeCarlo and Lam 2016) and locomotion orientation (e.g., Jasmand, Blazevic, and de Ruyter 2012) and salesperson traits like polychronicity (e.g., Mullins, Agnihotri, and Hall 2020) that help salespeople engage in these two behaviors. However, such research employs multiplicative measures of cross-selling and service provision to capture ambidexterity – and salespeople must enact both of these behaviors to achieve ambidextrous effects. By observing videos of SSP-customer interactions, we address the need to identify "actual behaviors" that can be classified as ambidextrous (e.g., Mullins, Agnihotri, and Hall 2020, p. 16). That is, we contribute to this literature by identifying single individual-level behaviors associated with ambidextrous effects.

Second, up to this point, literature on ambidexterity, the persuasion knowledge model (PKM), and reactance have largely developed in parallel streams of literature. Certainly, much research suggests that suspicion of a marketing agent's persuasive

motives induces resistance to persuasion or less favorable brand or agent attitudes (Campbell and Kirmani 2000; Kirmani and Zhu 2007). And services literature suggests that customers are likely to be weary of and particularly reactant to cross-selling in a service setting (e.g., Becker, Spann, and Barrot 2020). However, to date, no research has identified sales behaviors that may suppress the accessibility of SSPs' persuasive intent to protect customers' sense of freedom and reduce reactance to cross-selling when the marketer plays the dual role of salesperson and serviceperson. We augment these literatures by doing so.

Third, surprisingly little research has evoked psychological reactance theory to understand how salespeople may subtly signal information to inhibit activation of persuasion knowledge and counteract customers' resistance to persuasion (e.g., reactance). Indeed, previous consumer behavior research has demonstrated deleterious effects of reactance to promotions (Kivetz 2005), reactance to unsolicited product recommendations (Fitzsimons and Lehman 2004), and reactance to spacial confinement via narrow aisles (Levav and Zhu 2009). We advance this literature by evoking reactance theory in a services sales context to understand how deselling helps customers feel like they are making a free choice, so SSPs' cross-selling recommendations are less likely to upset them.

Fourth, our research augments literature from a methodological standpoint by unearthing important service sales behaviors that occur throughout a service encounter. That is, scant research in the services-sales domain has used unstructured data and video analysis to investigate services' timing elements (e.g., Bolton 2019; Balducci and Marinova 2018). By examining videos of SSP-customer interactions, we gain insight

about SSP behavior across timing and verbal/nonverbal dimensions, which are difficult to glean from traditional methodologies (e.g., surveys and interviews). Particularly, we identify *which* SSP behavior is associated with ambidextrous effects and *when* such behavior should be enacted (see Table 1).

For example, we delineate how behaviors enacted early in a service encounter, such as tangibilizing cooperativeness and proactively discounting, impact customers' thinking about SSPs' persuasive intent and influence how customers react to a subsequent cross-selling episode. We also argue that enacting these deselling behaviors prior to cross-selling influences the relationship between deselling behaviors *during* a cross-selling episode (e.g., passive proxemic positioning, attribution externalizing, vividly educating, and piecemeal recommending) and reactance to cross-selling recommendations. Moreover, we find support for the notion that 'what one says' communicates less than "how one says it" (e.g., Leigh and Summers, p. 42), or that actions may speak louder than words. We do so by illuminating how enacting observable helping behavior (e.g., tangibilizing cooperativeness) and maintaining a benign physical presence while cross-selling (e.g., passive proxemic positioning) nonverbally signal important information to customers to inhibit reactance to cross-selling recommendations.

Managerial Implications

Our findings suggest that service salespeople can enact specific and trainable deselling behaviors during a service exchange to increase both cross-selling performance and customer satisfaction. Thus, our findings have important implications for managers and

companies whose salespeople engage in both cross-selling and service activities. We now outline three of them.

First, our research suggests that subtle, observable behaviors like SSPs helping their teammates (e.g., tangibilizing cooperativeness) and engaging in passive proxemic positioning while cross-selling signal important information to customers about SSPs' persuasive intent. Indeed, our research supports the notion that nonverbal behaviors may be even more authentic indicators of SSP's intent than verbal ones (e.g., Bonoma and Felder 1977) and that SSP behaviors experienced in *time* and *space* can impact service outcomes (e.g., Bolton 2019). That is, in order to help customers from being upset by cross-selling recommendations, managers should encourage service salespeople to 1) enact helping behavior prior to cross-selling and 2) be cognizant of and adjust their shoulder orientation and physical distance from the customer while cross-selling.

Second, reactance theory suggests that customers are likely to view discounts perceived to be contingent upon cross-buying as controlling sales tactics that are motived by persuasive intent (e.g., Kivetz 2005). Our research, however, suggests that proactively discounting prior to a cross-selling episode may reduce the accessibility of SSPs' persuasive intent and thus reactance to recommendations, enhancing both cross-selling performance and satisfaction. Additionally, providing such discounts prior to rather than during episodes are expected to influence the effectiveness of other deselling behaviors as well (e.g., attribution externalizing, passive proxemic positioning, vividly educating, and piecemeal recommendation). As such, firms that engage in discounting should consider *when* their service-salespeople should offer discounts. Doing so earlier in the exchange is expected to directly mitigate customer reactance and boost ambidextrous effects; it is also

expected to prevent customers from being especially upset by cross-selling recommendations when SSPs don't desell during a cross-selling episode.

Third, many companies may train (like our collaborating firm) SSPs to bundle or aggregate cross-selling recommendations; such a practice is supported by the theoretical benefits of aggregating 'losses' (e.g., Kahneman and Tversky 1979). However, our findings indicate that piecemeal recommending may be most beneficial during cross-selling episodes because customers are able to comprehend them and thus make a free, and self-determined choice. Vividly educating, too, was found to be a key behavior that restores customers' freedom in an exchange by promoting customers' understanding of cross-selling recommendations. Moreover, attribution externalizing is a simple, trainable behavior that is proposed to facilitate both cross-selling performance and customer satisfaction. So, managers should reexamine training practices and consider the benefits of training SSPs to present recommendations in a way that 1) enhances customers' ability to understand and evaluate them and 2) attributes them to an external party.

Limitations and Future Research

Although this study breaks new ground, it also has several limitations. First, our conclusions should be interpreted with the usual caveats of naturalistic research, which favors richness and insight into observed processes over generality and causality. Certainly, we have promoted the transferability of our framework by providing a thick description of the context, engaging in purposive sampling, and triangulating data across 101 SSP-customer exchanges, 79 stores, and 17 geographical regions (see Table 2). While working closely with a single organization enabled us to collect rich information

about SSP's behavior across many exchanges, our sampling approach also induces a positivist limitation of its generalizability.

As such, our findings may be restricted to services settings like those found in the organization we examine – namely, more task-oriented service firms that cross-sell additional products and services within a single face-to-face exchange. This company employs service salespeople, whose compensation does not include sales commissions, to engage in cross-selling activities. Thus, firms encouraging service people to cross-sell in other settings (e.g., telecommunications call centers) might be limited to employing a verbal subset of deselling behaviors, such as proactively discounting prior to cross-selling episodes and attribution externalizing, piecemeal recommending, and vividly educating during them.

Second, our approach also focused on service salespeople's behaviors as it was difficult to observe customers' reactions to them. That is, the FoTW surveillance system had set camera angles that often prohibited us from capturing customers' responses to SSP behaviors while they were inside their vehicle. As such, following prior research, reactant responses (e.g., negative attitudes toward the SSP and non-compliance with the SSP's recommendations) reflect customers' reactance to cross-selling recommendations (e.g., Clee and Wicklund 1980; Fitzsimmons and Lehmann 2004). Future research could strategically place video cameras closer to customer vehicles to enable observation of customer's affective reactions to service salesperson cross-selling behaviors. It could do so by assessing their affect-laden behaviors through facial expressions, gestures, body movements, and voice tone, for example (e.g., Marinova, Singh, and Singh 2018; Singh et al. 2017).

Third, future research might identify additional deselling behaviors or assess how our deselling behaviors play out in other service settings as well as in business-to-business sales (B2B) environments. For example, SSPs who cross-sell while providing a service in call centers may vary the extent to which they signal dominance through acoustic features of their voice (e.g., speech volume, pitch, and rate) (Van Zant and Berger 2019). Additionally, research could explore how proactive discounting impacts sales and satisfaction in a B2B environment where sales cycles are longer.

Moreover, we employed service salespeople's average pressure scores as an indicator for customers' satisfaction with a service salesperson in a service exchange (e.g., Crosby, Evans, and Cowles 1990; Oliver and Swan 1989). In the future, researchers could focus on assessing the influence of deselling behaviors on transaction-specific satisfaction by utilizing satisfaction scores for each exchange (e.g., Homburg, Koschate, and Hoyer 2005). Furthermore, in our study, we found that 'Superstars' and 'Hammers' tended to recommend all the services generated by the recommendation tool, 'Apathetics' (i.e., SSPs with low cross-selling performance and high pressure scores) tended to not recommend all the services that were due. As such, future research could also examine the underlying factors linked to compliance with computer-generated recommendations.

Lastly, we provide numerous other avenues for future research. Table 6 includes an overview of key constructs established in the present study and their suggested measurements. Future research could empirically test our propositions with a random sample of SSP-customer interactions to investigate the causal relationships between our constructs and ambidextrous effects. Doing so would also provide an opportunity to control for other factors that may impact reactance to cross-selling recommendations,

such as the magnitude and number of cross-selling recommendations SSPs make or customers' familiarity with the marketing agent or their topic knowledge (e.g., Clee and Wicklund 1980; Friestad and Wright 1994). Future research could also test the potential sequential, interactive, and relative effects of deselling behaviors on ambidextrous effects. For example, such research could determine whether deselling behaviors enacted during a cross-selling episode are more powerful drivers of cross-selling performance and satisfaction than those enacted prior to a cross-selling episode (e.g., tangibilizing cooperative intent and proactively discounting). Or, it could assess the extent to which SSPs' enactment of these 'prior to' deselling behaviors better enables SSPs to prevent customers from being upset by cross-selling recommendations.

TABLE 1

DEFINITIONS OF KEY CONSTRUCTS AND SUGGESTED MEASUREMENTS

Key Constructs	Definition	Potential Operationalization	
Tangibilizing Cooperativeness	The extent to which a service salesperson's observable behavior demonstrates helpfulness toward others	Subjective Measurement: (1- strongly disagree to 5- strongly agree) • The SSP was noticeably helpful to his/her teammates/co-workers. • The SSP assisted his/her teammates/co-workers with their tasks. • The SSP's support for his/her co-workers was visible. • The SSP was clearly willing to assist his/her teammates.	Objective Measurement • Time SSP spends helping teammates complete service tasks prior to cross-selling.
Passive Proxemic Positioning	The extent to a service salesperson exhibits a benign physical presence while cross-selling	Subjective Measurement: (1- strongly agree to 5 – strongly disagree)[1] • The SSP seemed controlling when making recommendations. • The SSP made his/her presence felt while he/she was recommending I buy additional services. • The SSP make me feel at ease when discussing additional services. (RC) • The SSP was assertive about what services I needed to buy.	Objective Measurement: (Additive measure of the following) • Time SSP spends maintaining an indirect shoulder orientation (i.e., +30 degrees from customer) during cross-selling relative to overall cross-selling time. • Time SSP maintains a social distance form the customer (i.e., outside of 36 inches) during cross-selling relative to overall cross-selling time.
Proactively Discounting	The extent to which a service salesperson-initiated price reduction in a service exchange precedes a cross-selling episode	Subjective Measurement: (1-strongly disagree to 5-strongly agree) • Before discussing the firm's additional offerings, the SSP gave me a coupon. • At the onset of my visit, the SSP offered me a price discount. • The SSP offered me a price reduction before recommending I purchase additional items. • The SSP provided a price discount on the additional items he/she recommended I purchase. (RC)	Objective Measurement: • Time between in-store offering of unexpected price reduction and cross-selling recommendations.
Attribution Externalizing	The extent to which a service salesperson accredits a cross-selling recommendation to an external party	Subjective Measurement: (1-strongly disagree to 5-strongly agree) • An objective party determined the additional items that the SSP suggested I buy. • The SSP advocated I buy ancillary products or services based on third-party information. • The SSP proposed I needed supplementary products or services based on advice from an independent organization. • The SSP's prescriptions for further purchases were shaped by an outside entity.	Objective Measurement • Number of SSP's cross-selling recommendations attributed to external parties relative to total number of recommendations.
Vividly Educating	The extent to which a service salesperson integrates visualization tools into a cross-selling recommendation	Subjective Measurement (1- strongly disagree to 5- strongly agree) • The SSP helped make his/her recommendations more concrete. • The SSP used tools that helped me visual recommended items. • I understood recommended items because I was able to visualize them. • The SSP only verbally described recommended items. (RC) • The SSP only provided me written description of recommendations. (RC)	Objective Measurement • Number of SSP's cross-selling recommendations that integrated visualization tools relative to total number of recommendations.
Piecemeal Recommending	The extent to which a service salesperson disaggregates cross-selling recommendations	Subjective Measurement (1- strongly disagree to 5- strongly agree) • The SSP explained recommendations one-at-a-time. • The SSP gauged my interest in purchasing additional items after telling me about each one. • The SSP presented bundles of additional items for me to purchase (RC).	Objective Measurement • Number of SSP's cross-selling recommendations presented individually relative to total number of recommendations

[1] The items are adapted from measures used in research on interpersonal dominance (e.g., Burgoon, Johnson, and Koch 1998). RC = reverse coded

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Zboja, James J., Ronald A. Clark, and Diana L. Haytko (2016), "An Offer You Can't Refuse: Consumer Perceptions of Sales Pressure," *Journal of the Academy of Marketing Science*, 44 (6), 806-21.

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VITA

Molly Rebecca Burchett

Education

2016-2020	Ph.D. Marketing	University of Kentucky (*expected*)
2012-2014	M.A. Communication	University of Kentucky
2005-2009	B.A. Business Administration	Transylvania University

Conference Presentations

Molly Burchett and Brian Murtha, "Thinking About Customer Problems: A Conceptual Model of Salesperson Problem Formulation," *2019 Southeast Marketing Symposium*, Memphis, TN.

Kidwell, Blair, Andrea R. Bennett, Jonathan Hasford, Molly Burchett, and David Hardesty, "How Does It Make You Feel? Emotional Reasoning and Consumer Choice," Summer AMA 2019, Chicago, IL.

Research from Communication M.A. Program

Experimental Design and Survey Research:

Ivanov, Bobi, Lindsay L. Dillingham, Kimberly A. Parker, Stephen A. Rains, Molly Burchett, and Sarah Geegan (2018), "Sustainable Attitudes: Protecting Tourism with Inoculation Messages," *Annals of Tourism Research*, 73, 26-34.

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Qualitative Research:

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Wittenberg-Lyles, Elaine, George G. Demiris, G., Deborah P. Oliver, and Molly Burchett (2014), "Exploring Aging-related Stress Among Older Spousal Caregivers," *Journal of Gerontological Nursing*, *40*(8), 13-16. doi:10.3928/00989134-20140506-01

Book Chapter

Goldsmith, Joy, Elaine Wittenberg-Lyles, and Molly R. Burchett "Family Caregiver Communication: When the Patient Becomes the Caregiver" In M. Brann (Ed.) *Contemporary Case Studies in Health Communication: Theoretical & Applied Approaches* (2nd ed.). West Virginia University.

Conference Presentations

Ivanov, Bobi, Lindsay Dillingham, Kimberly A. Parker, Stephen Rains, Molly Burchett, and Sarah Geegan (2018), "Sustainable Attitudes: Protecting Tourism with Inoculation Messages," *2018 National Communication Association*. Applied Communication Division Top Paper Panel. Salt Lake City, UT.

Burchett, Molly (2015), "Metaphors for Alcoholism in the Big Book*," 2016 Central States Communication Association* on the "Rhetorical Approaches to Risk and Crisis Communication Research: Comprehending the Diversity of Risk and Crisis Contexts" panel. Grand Rapids, MI

Burchett, Molly and Al Cross (2015), "Health News coverage in Kentucky's Community Newspapers," *2015 Association for Education in Journalism and Mass Communication*. San Francisco, CA.

Wittenberg-Lyles, Elaine and Molly Burchett (2013). "Exploring the Benefits of Online Palliative Care Communication Training," Poster awarded Top Graduate Poster at the annual Markey Cancer Research Day, University of Kentucky, Lexington, Kentucky.

Berger, Erin N., Molly Burchett**,** Emina Herovic, E, and Michael G Strawser (2013), "Classroom Participation and Face threats: Instructor Rapport as a Face Supportive Communication Strategy," *2013 National Communication Association*. Washington, DC.

Honors and Awards

Marketing Ph.D. Program

- AMA-Sheth Doctoral Consortium Fellow, 2019, New York University
- UK Department of Marketing Doctoral Student Research Award (2010)
- UK Department of Marketing Doctoral Student Teaching Award (2019)
- ISBM PhD Bootcamp Fellow, 2018, Massachusetts Institute of Technology
- Gatton College of Business and Economics Steckler Scholarship ($5,400), 2019-2020
- Gatton College of Business and Economics Luckett Scholarship ($2,000), 2017-2019
- Gatton College of Business and Economics Doctoral Fellowship, 2016-2019

Communication Ph.D. Program: Department of Communication, University of Kentucky

- Carozza Graduate Fund Scholarship ($1,000), 2016: supports a fellowship for a graduate student who demonstrates academic excellence and leadership traits

- Bruce H. Westley Memorial Scholarship ($500), 2016: awarded to a graduate student who shows excellence in mass communication theory and research
- Graduate Research Assistantship 2015, 2016

Master's Program: Department of Communication, University of Kentucky
- Risk & Crisis Communication Fellow, University of Kentucky, 2014
- Top Poster Award in Graduate Clinical Science at Markey Cancer Research Day, 2013
- Dean's Interprofessional Honors Colloquium Representative, 2013
- Graduate Research Fellow, 2012-2013
- Graduate Assistant, Institute for Rural Journalism & Community Issues, 2012-2013
- Graduate Teaching Assistantship, 2012-2014

Teaching Experience

Teaching Assistant and Instructor, University of Kentucky, 2012-2013, 2016-2020
- MKT 410 Personal Selling (2 sections)
- MKT 303 Supply Chain Management (1 section)
- ISC 261 Strategic Planning and Writing (4 sections)

Professional Experience

- Strategic Initiatives Manager, *Big Ass Fans*, 2014-2015
- Director of Development and Financial Advisor, *Northwestern Mutual*, 2009-2013
- Financial Advisor, *Goldman Sachs*, Summer 2008