Abstract
The sovereign debt crisis persists against the background of a complex international political situation, which dominates the local and international media and consequently influences the level of confidence and volatility of the financial markets. Together with new regulations (i.e. banking tax), this causes financial institutions results to be under pressure. To keep cost/income ratios at a constant level, financial institutions should therefore leverage expertise across the bank and create cross-selling opportunities. This study examines three variables that influence the behavior of a salesperson to cross-sell (“begrijpen”, “willen” and “kunnen”). These three variables show similarities with the control theory by Merchant en Van der Stede (2007), which states that three main reasons for control problems are the “lack of direction”, “motivational problems” and “personal limitations”. Although management is responsible for the decision to initiate cross-selling as a practice for the organization to undertake, it is the efforts of the employee, who implements the strategy of cross-selling, which determines it success or failure (Zboja, 2006). Therefore this study seeks to help determine which strategies can best be used to influence the behavior of a salesperson to attain a high level of cross-selling performance. To do this a survey instrument was developed and distributed among the financial services sales people. The results of the survey show that those who are high-frequency cross-sellers perceive a significantly higher level of “management commitment” and more “role clarity provided by the direct manager”, as well as a higher level of “intrinsic motivation” and more “training on the job”. The results have managerial implications for sales managers engaged in cross-selling initiatives. This study also provides additional directions for research on cross-selling in services firms.

Keywords cross-selling, management control systems, control problems, salesperson behavior, survey