



# How to Train Your Team to Upsell

**Boost revenue and build brand loyalty by maximizing every guest visit.**

**BONUS: Sample Training Agenda & Big List of Games**



# Are You Maximizing Every Guest Visit?

**Did you know existing customers spend 67% more than new customers? If you're anything like most businesses, you have a solid (maybe even aggressive) plan for getting new guests, but a much less structured approach to increasing the spending of the ones you already have.**

Upselling is a critical part of maximizing every guest visit. It can significantly boost revenue and help you build brand loyalty. But how can you get it right?

Ready to create a dynamic upselling program in your facility? Whether you're a manager or trainer, this guide has all the practical words, skills, activities and agendas to help you inspire a consistent culture of effective upselling, simply.

Good luck!

## Quick Start Outline

### Get Started

#### Training Philosophy

### Learn

#### The Sales Skills Your Team Members Need

- ▶ Product Fluency - Reading Your Buyer - Asking the Right Questions & Actively Listening

### Apply

#### Language to Put Your Sales Skills into Action

- ▶ Two positives - "Low Pressure" - Building Excitement - Creating Urgency - Every Guest Every Time

### BONUS!

#### Big List of Games

#### Sample Training Agenda

# Get Started

## Training Philosophy

When it comes to delivering any kind of training, the most effective programs are well-rounded and include key guest service skills training — like eye contact; welcoming facial expressions and body language; and active listening.

In addition, hands-on training on the technical applications in your software is also key — as is lots of opportunities to practice both service and technical skills.

### The Practical

Classroom teaching is still an effective way to teach principles like your service vision, interaction touch points, target language and your products and offerings. Create highly engaging, interactive sessions with games, activities, role play and even a blend of live and virtual reality/tech driven learning — this ensures that trainees get the right information delivered in a style that they can learn from. This guide includes many games and activities that teach key skills, but it is only the beginning. Be creative and soon you'll have team members asking when the next session will be held.

### The Technical

One big point of customer friction that can hurt your guest experience is in the technical training. Picture this: you sent out an amazing offer or coupon to your loyal fans and they came in droves to redeem it. But frontline staff weren't aware of the offer or how to ring it in. Sound familiar? Don't let that happen to you or your guests. Set up a communication plan for new promotions and offers and schedule training time to equip staff to handle redemption. Your facility management software should have a training mode, which allows team members to practice real world scenarios in a virtual environment.

During these simulations, put your new team members' knowledge to the test while you look for key teaching moments and fine-tuning opportunities. Be prepared to jot down what team members excel at and what they don't so you can provide specific feedback after each practice scenario. Bonus points if you do this as a group and get teams talking about what they think went well and what could have gone better.

### The Obstacles

We know you achieve bigger guest check averages and happier guests when you sell from a guest's perspective, but sometimes that's easier said than done. If your sales are lackluster or your team seems reluctant to sell, one of these obstacles may be in the way:

- ▶ Insufficient or inconsistent training
- ▶ Incorrect assumptions
- ▶ Fear

The good news is that **this guide will help you overcome every single one of those obstacles!**



## Learn

# The Sales Skills Your Team Members Need

Scripts can be a great start, but not every conversation with a guest is linear. So instead of teaching your team a single conversation, help your front-line staff learn the skills necessary to create their conversations naturally.

This is the key to giving your guests a personalized, world-class experience. The three sales skills you should focus on nurturing in your team are product fluency, reading your buyer and asking the right questions.

## Skill #1: Product Fluency

Team members need to know what you offer and be able to recall the right offer at the right time for the right guest. This is called “product fluency.”

Like with any language, product fluency is the ability to speak (about your product) with ease, speed and accuracy. But...knowing what you offer doesn't get you anywhere unless you can also answer the question: Why would your guest want this?

Team members have to understand how to connect your offering to the guest's need or desire. Following are some of the most common motivators to leverage in an upsell situation:

### **MOTIVATOR** Make your experience bigger and better!

Think about an individual offering. Does this item give your guest a bigger, better experience? Of course it does, so the trick is getting teams talking about how. Perhaps you have a scratch kitchen that allows you to provide the freshest dining options in the area. Or your one-of-a-kind ninja course allows guests to unleash their inner warrior. What's important is to help your team members have go-to ideas for how and why your guests might get a bigger, better experience by choosing an offering or upsell.

### **MOTIVATOR** It's about what you save, not what you spend.

Chances are you have unique packages that carry value beyond their price tags. Encourage your team to focus on the value for your guests rather than the cost. Let's say your team member takes an incoming birthday party call and does a great job talking about your birthday parties but the caller still experiences some sticker shock. At first your team member might feel the urge to start apologizing or trying to discount the party, which suggests your offering isn't priced right.

Instead, what if the team member was ready with the total retail value of your birthday package and could respond to the objection with, “I can understand how that might seem pricey, but when you add up all of the food and fun along with your personal party pro to handle all of the details and make your party amazing, that actually would cost over \$XYZ, so it's a pretty big savings if you go with the package.”

The value approach also works for individual upsell opportunities. Perhaps it's 30 more minutes of jump time for only \$5 or a large Pepsi instead of a medium for just \$1 more. Bottom line, team members need to have this knowledge ready and at the forefront of their minds to be able to deliver your sales language with confidence and ease.



**MOTIVATOR Act fast before time (or quantity) runs out.**

Creating a sense of urgency can be a great way to motivate people to buy, but ONLY if it's the truth. Consider running a birthday party special that gives guests an added bonus or perk if booked or held by a certain date. That would be the perfect opportunity to leverage this value proposition. Also, if you link it with a "bigger and better" or a "value" selling point, you're setting yourself up for a happy guest and boosted revenue almost every time.

**MOTIVATOR Be the first to be our guest.**

There is a reason that people camp out the night before a new iPhone release — people love to be first to do something. Leverage this unique opportunity every time you have a new menu item, drink flavor, attraction, etc. In practice that might look like this:

There's a couple at Admissions and one turns to the other and says: "What did we do last time, that laser tag and pizza combo? You want to just do that again?" You could just accept and take the order OR you could hit a home run if you responded with, "You know, if you did laser tag and lunch last time, why don't you try out our brand new all access-pass? It includes laser tag, a session of bumper cars, as well as a game card for our game room with over 80 awesome games. Then you could finish off in our café. We just added several new craft burger options in addition to our pizzas. What do you think?"

**MOTIVATOR We make it so easy for you to sit back and enjoy.**

Offerings like multi-attraction passes, birthday party packages and monthly memberships make it easy for your guest to do business with you. Consider how your business makes birthdays a bash by taking care of all the details — from the invitations to the goody bags all the way to the thank you notes — and have this motivator ready in the event a guest mentions how busy they are.

Similarly, offering packages or memberships helps guests when they are feeling indecisive and want to make sure they are making the right purchase. Ongoing memberships that include parking, lockers, or food and beverage are a no brainer for this unique selling point because they often have a lower cost of entry, making them attractive to value and experience seekers alike.

Many of your offerings can be presented using one or more of these approaches, but the key is that you help team members connect with why your guest should care about what you have to offer. By getting on the same side of the table, you're able to upgrade their experience as well as their overall spend.

## Train For It

Building product fluency takes time and activities that ask participants to recall your products quickly. Try:

- ▶ Timed product scrambles or blitzes
- ▶ Taboo
- ▶ 20-questions games
- ▶ Secret Keeper

## Skill #2: Reading Your Buyer

Once your team has some product fluency, you can start honing in on what it takes to read each guest and identify the right motivator and products that will be meaningful to them. Your staff member may realistically have about 15 seconds and they need to take in information and adapt quickly on the spot.

A good introductory lesson is to have frontline team members take in as many visual cues as possible based on the following bullet points. This means being engaged the moment they see a guest approaching. They should take note of:

- ▶ Number in the party
- ▶ What type of gathering is it? Is it a family or a group of friends, younger or older?
- ▶ Once they've been greeted, what does their body language tell you?

Your team should also understand that guests have different communication and buying styles. They'll have just a couple of upsell opportunities before guests decide it's too much, so we made a cheat sheet of four basic personality types and how to handle each:

<p><b>Directors</b></p> <p><b>How to Spot:</b> These individuals immediately like to take charge. They'll have a bold presence and decide quickly what they want.</p> <p><b>What to Do:</b> Focus on time and financial selling points.</p>	<p><b>Entertainers</b></p> <p><b>How to Spot:</b> They are going to be enthusiastic and chatty right out of the gate.</p> <p><b>What to Do:</b> Talk about new attractions and products and focus on the experience using big bold language.</p>
<p><b>Harmonizers</b></p> <p><b>How to Spot:</b> They will likely want to take their time and understand bestsellers, popular combos and what previous guests have enjoyed.</p> <p><b>What to Do:</b> Assure them everyone is going to have a great time and give them space to make a decision.</p>	<p><b>Thinkers</b></p> <p><b>How to Spot:</b> These are the guests who thrive when they have time to analyze several options to determine the best deal, savings or experience.</p> <p><b>What to Do:</b> Hit on the value and the savings and take your cues from them on what they want to know.</p>

### Train For It

When it comes to reading your guests, consider activities where team members need to analyze a visual scene and process the information. Try:

- ▶ Charades
- ▶ Guest scenario skits
- ▶ Photo/emotion flashcards

## Skill #3: Asking the Right Questions & Actively Listening

Some questions are no brainers, such as “How about a large drink for 50 cents more?” and “Would like you like fries with that?” Those are the consistent questions to ask every guest every time, and which can be built into your point of sale.

The skill of being able to ask the right questions at the right time outside of those standard ones will help team members deliver personalized suggestions that position your staff as guest-centric. Armed with the information team members picked up at first glance, they can then consider some of the following questions:

- ▶ Why are they here?
- ▶ What can I ask or offer that would help make their stay more memorable?
- ▶ What are we selling they might need or want to know about?

Once team members figure out the right questions, make sure they’re actually hearing the answers by arming them with good active listening skills. Often people either listen only while waiting their turn to speak or they hear what they expect to hear. Active listening tips include:

- ▶ Don’t just hear what you expect to hear; you’ll miss things.
- ▶ Take in the verbal and nonverbal message.
- ▶ Engage with the right eye contact and body language of your own to show that you’re listening.
- ▶ Ask yourself, “What does this information tell me?”

### Train For It

The best sales people become adept at taking all of the steps for identifying the right questions and actively listening to the answers quickly and naturally. But remember, it takes time to develop like any other skill. Try:

- ▶ Product Jeopardy
- ▶ Question Volley
- ▶ Spot the Mistakes Skits
- ▶ Stop Listening
- ▶ Partner Pair & Share
- ▶ Or any improvisation role play activity

# Apply

## Sales Skills in Action

Each of the skills and principles we've discussed up to this point will give your team an edge when deciding how to engage with and what to offer your guests as an upsell. But when they only have 120 seconds or less to interact with a guest at Admissions or they need to keep food service efficient, it can be difficult to pull it all together. Consider phrasing your upsell items in any of the following ways to give team members the most effective responses for any situation.



**Remember!**

- ▶ Most of the upselling language discussed can — and should — be mixed and matched with different motivators, different types of buyers and different products.
- ▶ Train your team members to deliver suggestions from a point of expertise and, more importantly, from the heart.
- ▶ Just like in every other interaction with guests, authenticity should never be compromised.

That said, having these phrases ready at the right time can create better experiences and boost revenue — big wins for your guest and your business.

### Response #1: Give the choice of two positives.

This approach assumes the upsell is happening. Rather than being an order taker, you are offering the guest the choice of two great outcomes, and you can connect these with any motivator. Perhaps going with a combo will save them a little money, or provide them with a bigger, better experience.

Offering two choices is great when helping a guest decide from a large selection and positions you as an expert advisor. It's especially useful when dealing with direct buyers (Directors) who want to decide quickly and when assuring more tentative buyers (Harmonizers) that they're making the right choice or to help them keep from becoming overwhelmed if you have a large menu offering.



**Guest:** "Hmm, I'm really not sure. How do I know which one is best?"

**Team Member:** "[Smile] That all depends on you! It's about lunch time so you could do our tacos and tag combo for food and fun, or you could do our all access pass if you want to focus just on the fun today."



..... OR .....



**Guest:** "Yes, it is our first visit. Wow there are so many choices." or "Do I just pay for everything separately or how does it all work?"

**Team Member:** "Welcome! We do have a lot of attractions/offerings but I can help make it easy for you. You could purchase any attraction individually or we've got an unlimited play pass which allows you to try them all and would save you a bit of money as well!"





## Response #2: Use “low-pressure” language.

One of the biggest reasons team members are reluctant to try and upsell is that they don’t want to seem pushy or “salesy.” Use a low-pressure approach along with common selling points to help them feel comfortable offering the add-ons and teach them that a no is “no big deal.”

Low-pressure language also makes your guests feel comfortable and see your suggestions as they’re intended — as a way for them have a better experience, more value, etc. This will reduce buyers’ remorse that results in returns, complaints and even negative reviews.



**Team Member:** “By the way, did you know you could add on an extra session of laser tag for just \$7?”

**WHY IT WORKS** This phrase adds value almost as an afterthought. Additionally, the use of phrasing like “did you know” encourages them to consider something that they hadn’t previously or provides them with new information that could benefit them.



**Team Member:** “People have been loving our new craft burgers with hand-cut Parmesan truffle fries.”

**WHY IT WORKS** This one is great because sharing what others have enjoyed builds trust similarly to another buyer’s recommendation. This approach is especially valuable with indecisive buyers. As always, your personal recommendations can be great, but coming armed with facility best sellers is always a win. And without a doubt, this phrasing should replace any team member responses of “I don’t know, I never eat/play here... But I hear XYZ.” You never want to present a false recommendation so be sure that team members actually do know what your best sellers are and that they’re taking time to get genuine feedback from guests. Then any guest-provided recommendations will ring true.

## Response #3: Build excitement with descriptive language.

It’s well known that descriptive language is a must in marketing, but many people fail to use this effective tool when selling. Team members should be experts about your fun (and your food) so they can speak passionately about everything you have to offer.

Over time, though, we can become desensitized to how exciting our own attractions are, so it’s a good idea to remind team members to think about our food and attractions from guests’ perspectives. Sure, Team Member A has completed the Ninja Course dozens of times, but it’s intense and thrilling for a first-timer.

Have first-timers in mind when recommending attractions and use big, bold language to illustrate the unique experience – with food and attractions alike.



**Team Member:** “Have you tried our new Zombie Apocalypse Laser Tag? It’s intense and makes you feel like you’re fighting to take the city back! When you get over there, ask Julian for some tips and hiding places (he’s the sheriff who will get you vested).”

## Response #4: Create urgency (when appropriate) with *only* and *just*.

Using *only* can help create a sense of urgency when an item is in limited quantity or available for a limited time. *Just* can be effective in minimizing sticker shock of a large package or to suggest an add on is a small uptick in cost.

But don't risk integrity by misusing them – even innocently. Creating false urgency will backfire if you tell a buyer you only have two birthday times left and they hear from another team member that your events are wide open for the day.



**Team Member:** "We'll *only* offer this Birthday Bonus for parties booked through the end of the month for *just* \$XYZ."

..... OR .....



**Team Member:** "I could add an extra \$10 in game card for *just* \$7."

**WHY IT WORKS** Phrasing the suggestion this way not only uses *just* to show the value of the add on, but also strengthens it a bit by forming it as a statement rather than a question. Without applying pressure to the buyer, it emphasizes what you/your facility can do for your guest.

## Response #5: Ask every guest every time.

Ask every guest to add something to their experience every time, so upselling becomes another rule of the game. A good way to end a suggestion is to ask, "How does that sound?" or "What do you think about that?" Instead of simply inviting a guest to buy something, you're actually engaging with them, suggesting something relevant and asking for feedback. It's great and keeps everyone feeling safe and will usually reveal if your guest is open to a different upsell if you somehow missed the mark on the first suggestion.



**Team Member:** "Have you ever tried our bumper cars? Coworkers love to bump the boss and send him flying! I can add that for just \$5 more for each event guest. How does that sound?"

**Guest:** "Actually, that's not a bad idea. What other kinds of activities do you do with companies?"



### Train For It

Scripts are a great starting point, but team members need to be able to adapt in conversations with guests. Try:

- ▶ Create-your-own Guest Interaction Flow chart
- ▶ Apples-to-Apples-styled games



# BONUS: Sample Training Agenda & Big List of Games



## Train

### Sample Training Tools You Can Use Now

If you want your frontline staff to focus on sales, you *have* to make it part of your culture. Just like how your point of sale touches every guest and every dollar, remember that upselling conversations should happen with every guest across every shift.

Team member bonuses, commission and contests are great ways to incentivize staff to sell more because it appeals to their need to know what's in it for them. Use your system's sales reports by team member, by item or even by station to track and manage success and coaching opportunities.

At the very least, consider regular trainings — beyond onboarding — to introduce new offerings, skills or to help team members stay motivated and sharp. To help you do this — simply — we pulled together some of the best training activities and a ready-to-use Agenda for your next team training session!

### Sample Training Activities

When it comes to training activities, the sky's the limit. Many common card games, board games, and game shows make great activities that are easily adaptable for training needs.

This list is by no means exhaustive but is intended to give you a place to start and spark your creativity. Modify times, directions and activities in any way necessary if an activity isn't working to meet your needs. In every activity, it's a good idea to model the activity first yourself or complete an example as a group to ensure that everyone understands the instructions.

Remember to vary individual activities with pair and group activities, as well as those that require a lot of energy vs. less energy to have an appropriately managed structure. It's also important for trainers to monitor the activities closely to debrief at the end of each so that you can fill in gaps, emphasize or reteach any critical content or process.

Many of these games are fun, even silly, which will get team members laughing — and that's a great thing. Not only does fun make learning stickier, but it also primes team members positively to help them with creativity, engagement and problem-solving skills. Plus, they learn to associate your guests and offerings with fun and laughter which can help keep team member morale high.



## Brainstorm Blitz

PRODUCT FLUENCY

QUICK RECALL



5-10 minutes



Individual, pair or small group



Paper, pens, stopwatch, prizes (if desired)

Brainstorm Blitz is a quick activity that builds product fluency so that staff can quickly think of products to suggest to guests.

If you have a large group and your room is set up with round tables, consider designating each table as its own team. Instruct teams to keep pens down and when you start the time, they are to write down as many offerings as they can in time allotted (usually 1 min will suffice).

At the end of time, instruct teams to count the number of products. The team (or individual) with the most written down reads theirs out loud, is declared the winner and receives a prize. Invite rest of the participants to call out any products not listed (use small prizes or not) and fill in any gaps as necessary.

## Product Taboo

PRODUCT FLUENCY

QUICK RECALL



15-25 minutes (each round is 1 minute)



Small or large groups, playing in teams



Game cards for each team, stopwatch, paper for keeping score, prizes (if desired)

Product Taboo is a competitive team game that builds product fluency and quick recall to teach team members about your offerings and help commit them to memory.

Make decks of cards labeled with individual offerings, combos, specials or extras/add ons. Underneath the product, list any disqualifying or 'taboo' words that participants can't say during the game. Make as many decks as you will have individual groups. With large groups, consider running several games simultaneously with smaller teams. Ex: 20 participants would be split into four teams of five people, and two Taboo games running at the same time.

Split each group into teams of three to six people and set two teams to face off.

For each round, set a timer for one minute. One person from each team is the speaker and one player from the opposing team is the watcher — ensuring the speaker doesn't say any taboo words. Start the timer and the speaker explains a product until one of their teammates calls out the correct product name. Repeat with a new product until the timer runs out.

Points are awarded for correct responses, deducted for taboo words said. At the end of the time, if there is a product that the playing team hasn't called out, the opposing team can steal the points for correctly naming the product. Scores are then updated, and the opposing team presents a speaker, with a new watcher from the first team.

## Secret Keeper

PRODUCT FLUENCY

QUICK RECALL



15-30 minutes



Small group, large group



Cards with product names, descriptions and prices (one set for each game) , prizes (if desired)

Secret Keeper is an adaptation of 20 Questions with participants asking a series of yes/no questions (usually between five and ten). The objective is for participants to guess which product is on the card.

Split group into small teams of four to five. In each group, one person from each group serves as Secret Keeper and holds the product card. They can answer only answer yes/no. On each team's turn, they can do two actions 1) ask a yes/no question and 2) solve the secret by identifying the product. Points are awarded for accurate answers. Points are deducted for incorrect answers (to ensure teams are thoughtful in choosing the best answers).

**Modification:** Conduct as a large group with a trainer or facilitator as Secret Keeper if desired.

## Connect & Present (or Pair & Share)

PRODUCT FLUENCY

ACTIVE LISTENING



10-25 minutes



Small groups or pairs



1 piece of flipchart paper, several markers and common motivators handout per group

This activity helps team members make the connection between your product and why your guest should want it. It is a way for them to connect products with their most common selling point(s).

Split participants into small groups of no more than three to four people. Depending on the group size, assign one or more products to each group. Give them 10-15 minutes to discuss which common motivators could be used when selling their assigned product, and why. This will help with product fluency and when pulling everything together into effective responses because they'll be able to put the offering into guests' perspectives and consider guests' unique needs.

## Emotion/Behavior Charades

READING GUESTS



20-30 minutes



Large group, small group



Individual emotion cards or prompts, prizes (if desired)

Charades is always a fun, easily adaptable activity for so many skills. Print out prompts of emotions/behaviors and cut them individually. You can find thousands of these emotion/behavior prompts online.

Split the group into two teams that will guess the emotions being acted out. Volunteers select a prompt and act out the emotion for teams to call out when they think they know the emotion being represented. Points are awarded for correct answers.

Debrief: Afterwards, discuss the different emotions represented as a group, how teams knew those were being acted out, and how team members would react in those situations. This is key to building empathy and putting your offerings into guests' perspectives.

## Situational Charades

PRODUCT FLUENCY

READING GUESTS

20-30 minutes

Large group, small group

Situation prompts, prizes (if desired)

Situational Charades is a great way to take concepts like frontline sales scenarios and build necessary skills to help them in the moment with guests.

Make a list of common frontline sales situations in your facility, e.g. a tense family, a happy couple on a date, angry guests who don't like what they ordered, etc. Print out the different scenarios and cut them into strips. Participants choose one strip of paper to act out. Once the scenario is correctly identified, discuss as a group how the guests in the situation might feel and behave and how team members should react in that situation, and what types of products they would suggest.

## Picture This

PRODUCT FLUENCY

READING GUESTS

RELEVANT QUESTIONING

SELLING POINT EXPERTISE

15-25 minutes

Pairs, small group, large group

Picture prompt printouts for groups or images to be displayed onscreen, prizes

Any photo analysis activity helps team members begin to notice situational and body language cues that will help them interact with guests.

Split participants into pairs or small groups. Give each group a photo. It's important for team members to identify and discuss. Be sure to debrief afterward.

1. Who is in the picture and why might they be at our facility?
2. What can I ask to make their stay more memorable?
3. What are we selling that they might need to know about?
4. What can I ask that would get them thinking about today's product promotion?

## Product Jeopardy

RELEVANT QUESTIONING

20-30 minutes

Large group, playing in teams

Answer board with values ranging 100-500, sticky tack, prizes (if desired)

Product Jeopardy helps team members learn how to quickly form guest interaction questions based on products or scenarios. The facilitator provides the "answer" and team members chime in to fill in with a question that they could ask the guest that would return the answer from the prompt.

Place the game cards (value side up) on the wall in categories: e.g. Guests, Daily Promotions, Parties, Combos, etc. Split the group into two teams. Determine which team goes first and present the answer and then either team can answer. Correct answers earn points. Incorrect answers lose points.

## Spot the Mistakes Role Play

EFFECTIVE RESPONDING

ACTIVE LISTENING

RELEVANT QUESTIONING

20–30 minutes

Large group, pair volunteers, small group

Scenario prompts

Spot the Mistakes is a great twist on a traditional role play in that it first shows what **not** to do before exploring ways to improve an interaction.

Provide prompts of different frontline scenarios. Select two volunteers to draw a scenario out of a bag and act it out while the audience takes note of mistakes. If you have consistent negative behaviors happening in your facility that you want to redirect (e.g. the dreaded counter lean), provide a more detailed prompt for the pair to enact.

Once the skit is performed, elicit feedback from the group for what went wrong in the skit and how they could improve the situation. If time allows, have the same pair (or take new volunteers) enact the same scenario the right way. Note: Always get feedback after each performance to provide the most meaningful teaching opportunity.

## Question Volley

PRODUCT FLUENCY

EFFECTIVE RESPONDING

RELEVANT QUESTIONING

5 minutes

Large group

List of scenarios, products or promotions

Question Volley is a quick “popcorn” type activity that helps build questions or suggestive offerings quickly. In a lengthy session or meeting where you need an energy boost, this activity is the training equivalent of sending a balloon into the audience with the instructions, “Don’t let it touch the ground!”

Split participants into two teams and call out a scenario, eg: “What’s the first thing you’ll say to a couple coming into the facility?” The first team to call out a fitting question then begins the “volley” and the other team has 10 seconds to return with an appropriate response to the first team’s question. They go back and forth until the question falls. Call out new scenarios or prompts to aid them when necessary, or to switch up the guest vs. team member role.



## Stop Listening

ACTIVE LISTENING

READING GUESTS



10 minutes



Pairs



None

Stop Listening teaches team members active listening skills such as affirmative body language, eye contact, and staying present — and the effects when we don't actively listen.

Split participants into two groups. Invite one group to think about something they're passionate about while you take the second group to secretly tell them that after 30 seconds of listening to their partner, they are to completely *stop listening* without their partner knowing that was the instruction. Bring the two groups together and pair them off, one speaker and one listener.

The speaker begins explaining something they're passionate about until their partner stops listening and then continues for another 30-45 seconds. Call time and ask the speakers what happened. They'll express how they felt when their partner checked out of the conversation and how they knew. Then connect that experience to guest interactions before practicing active listening correctly while they take turns describing something they are passionate about.

## Pair & Share

ACTIVE LISTENING



20-30 minutes



Pairs



None

Pair and Share activities are great for active listening with a secondary benefit of team members getting to know each other and developing empathy for each other and guests.

Split participants into pairs with a teammate they don't know very well. Each team member will introduce themselves, give background and something that they'd like to share (hobbies, fun facts, favorite type of music, favorite memory, etc). Give them three to five minutes each to share with their partners while their partner practices active listening.

Once time is called, switch and the speaker becomes the listener. When everyone has shared, go around the room and let each team member introduce their partner and share what they've learned. Afterwards, prompt them to share other things they learned while practicing active listening, e.g. their partner's body language or facial expressions while sharing their memory.

## Guest Interaction Flow

**EFFECTIVE RESPONDING**

25-45 minutes

Small group

Flipchart paper, multi-colored sticky notes, example product flow, markers, target language examples

Creating Guest Interaction Flows are terrific activities to help team members build the skills to not only suggestively sell, but to be able to suggestively sell the right product in various frontline conversations. Where scripts can fall flat if a conversation skews from the script, teaching team members to connect the dots in many conversational turns will mean they're able to sell better and more authentically. These activities can be so powerful that you could build entire one-hour trainings sessions with these as most of the workshop.

Split participants into small groups. Give each group a scenario of potential guests visiting the facility (or let them create their own, ensuring no duplicate scenarios.) Give each group flipchart paper, markers, large sticky notes and 15 minutes to write out their own flows for greeting the guests, discovering needs and following the path to creative upselling using the target language in a variety of ways (see example training agenda to see this activity as part of a larger training session and an example.)

Once the groups are done, they present their flows to the rest of the participants, with everyone providing feedback and other ideas.

## Apples to Apples

**ACTIVE LISTENING**
**EFFECTIVE RESPONDING**

20-30 minutes

Small group

Prompt cards with scenarios, products or guest questions, small note cards, pens

Apples to Apples is a game of making connections. When used as a training tool, the objective is for team members to respond to certain guest phrases, scenarios or product promotions with effective target language.

Make cards with individual common phrases that guests say, products or promotional items. These will become prompts that the rest of the players respond to. Give each player a stack of small note paper. Each team member will take turns being the guest. On their turn, they randomly select a prompt card and read it out loud. Eg:

*"Couple on a date and it's our first visit."*

*"Try to sell the new All Access Pass."*

*"I can't decide if I should do one or two sessions of laser tag."*

The rest of the players must decide how they would engage with a guest under those circumstances. They'll write down what they would say to the guest based on the prompt given. Once finished, each team member reads out their response (so there's no changing answers) and the "guest" selects the answer that they would respond to the most. The player whose answer was chosen gets a point and a new "guest" to read the next prompt is selected, and play continues.

# Sample Training Session Agenda

**Objective:** Key Suggestive Selling Conversations using common motivators and target selling language.

**Materials:** Projector and computer if using PowerPoint to teach key concepts or white board; flipchart paper and markers for participants; paper and pens for attendees; prizes; snacks

**Total Time:** 75–90 minutes

**Warm Up (5 minutes):** Begin with a quick Brainstorm Blitz activity to get energy up and get participants thinking about your offerings. Fill in any gaps with the most important products for you to focus on today.

**Introduce Content (10 minutes):** Elicit reasons why guests visit and love your facility and use the answers to introduce the concept of common selling points. Write the common selling points on a white board or display them onscreen for use in skills practice. Common motivators:

1. You'll get a bigger, better experience.
2. It's about what you save, not what you spend.
3. Act fast before time or quantity runs out.
4. Be the first to be our guest.
5. We make it so easy for you to sit back and enjoy.

**Skills Practice (20 minutes):** Connect & Present with the top four to five products you wish for teams to focus on. Groups decide which of the motivators relate most to this product and why. Once groups are finished, each group presents their findings. Invite other teams to add their thoughts as well. The key here is to get them comfortable with your products and how offering products is not "pushy" or "salesy" but rather an opportunity for them to help guests make meaningful decisions.

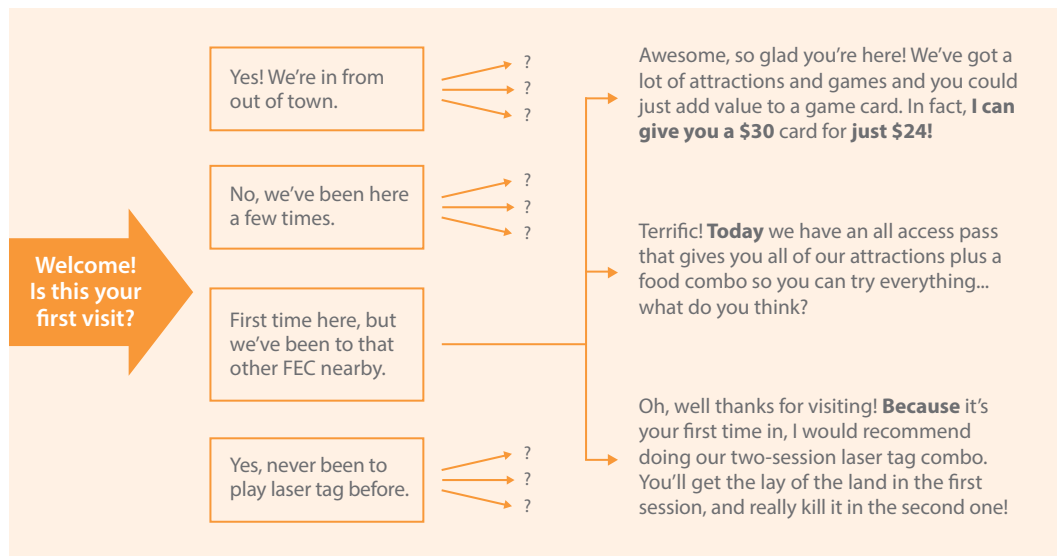
**Introduce Content (10 minutes):** Once team members understand products and how to position them for guests, it's a good idea to help them put these into real life practice. Introduce target language that you would like team members to use. Choose three to five of the effective responses and discuss when to use them, eliciting how they're effective to help team members discover the material in their own way. Target Language:

- ▶ Choice of two positives
- ▶ "I can add X (upsell item) for \$Y!"
- ▶ "We'll **only** offer this for summer bookings for **just** \$XYZ"
- ▶ "Hey, did you know you could get..."
- ▶ "People have been loving our combo."
- ▶ **Have you** tried our new VR attraction **yet**?
- ▶ You'll love our new VR attraction. It's **intense and you feel like you're in another world.**"
- ▶ "How fun would that be?" OR "What do you think about that?"

**Skills Practice (25 minutes):** Product flows are a great way to get team members to practice putting themselves in guests' shoes, think about what guests will say, and consider ways to respond. Provide each team with a guest scenario you want them to flow chart. They create a flow chart with interactions based on common responses guests give to greetings, questions and upsells. Participants must consider how they'll respond using target language with possible outcomes and create possible conversation flows. Set up groups with the prompts to provide:

1. What's the scenario?
2. How will you kickstart the conversation?
3. What might they say?
4. What does this tell you?
5. How could you respond?

Example:



Afterwards debrief and re-teach anything that team members struggled with. Help them gain confidence knowing that there are so many ways for them to help guests and they can't go wrong if they're putting themselves in guests' shoes and really trying to give them the best experience/value/etc.

**Questions & Commitments (5 minutes):** Discuss the importance of being present with guests and offering something unique to everyone. Build buy-in by asking team members to verbalize their goal of upselling with at least 75% of guests the next shift.



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