



How to Train Your Team to Upsell

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



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

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:

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



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