



THE HOTEL UPSELL PLAYBOOK

Empowering Frontline Teams
to Drive TRevPAR



Better **conversations.**
Stronger **performance.**
Greater **revenue.**



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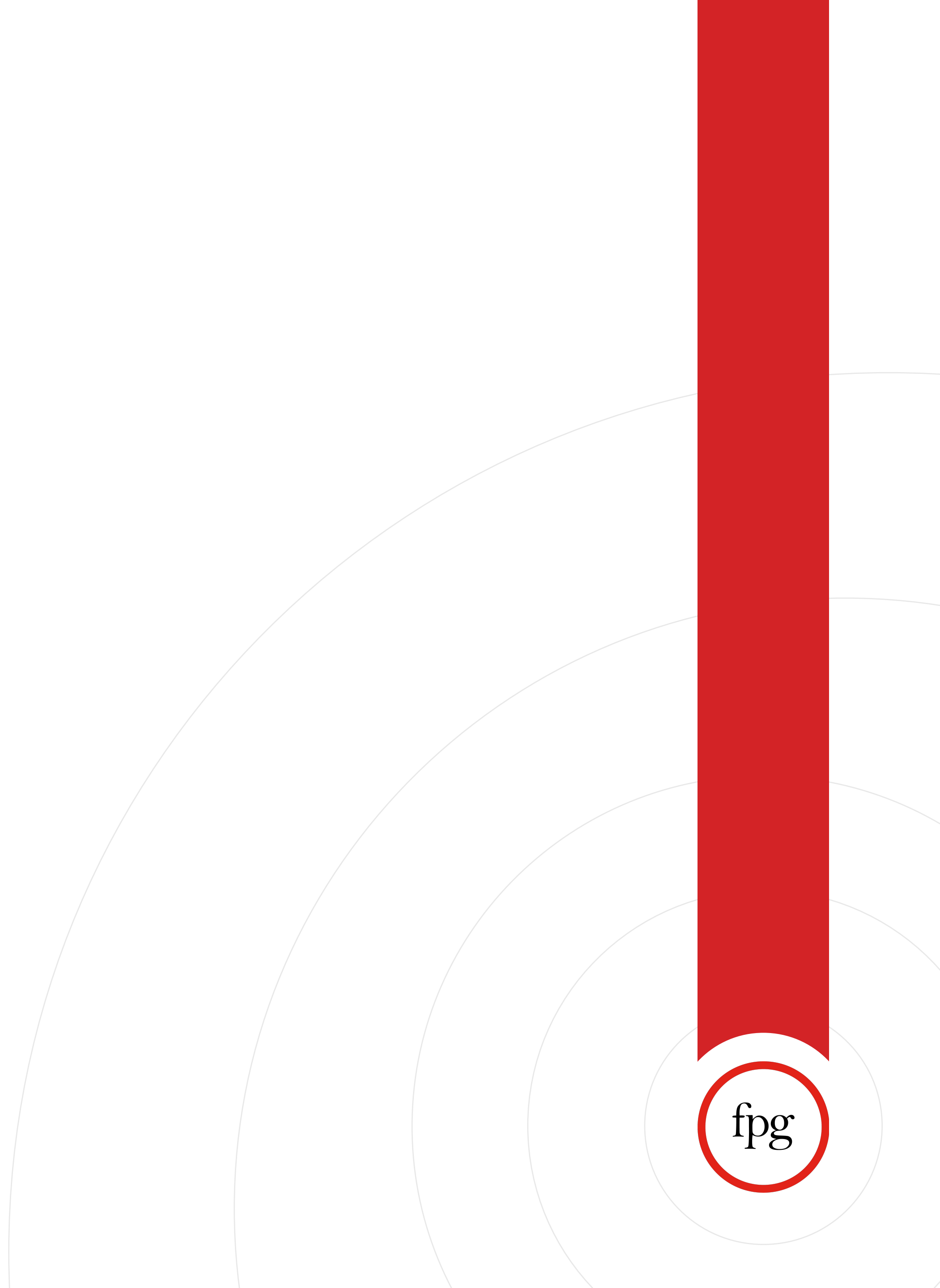
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INTRODUCTION

Why Manual Upselling is Holding You Back

Upselling should be a consistent, scalable driver of revenue but in many hotels, it isn't. The common reality of manual upsell programs is average performance sustained by the status quo. Teams rely on manual processes, often without the tools or expertise needed to consistently unlock revenue opportunities.

This approach creates inconsistency, limits visibility and places too much dependence on individual effort. Performance varies widely, training is uneven and results are difficult to measure or improve.

Without structure, upselling becomes reactive rather than intentional. Opportunities are missed, accountability is unclear and revenue potential remains underutilized.

PRESENT UPGRADES AS RECOMMENDATIONS

What time is your flight? A late check-out will give you more time to enjoy your day.
How does that sound?

MICRO-TRAINING, MACRO IMPACT

In just 60 seconds, teams can sharpen their instincts through FPG's propriety e-learning library. Accessible on desktop and through the mobile app.

THE RETURN ON INVESTMENT

General Managers who dedicate 15 minutes a week to FPG's solution consistently see a 3-6% RevPAR uplift, proof that small investments yield exceptional returns.

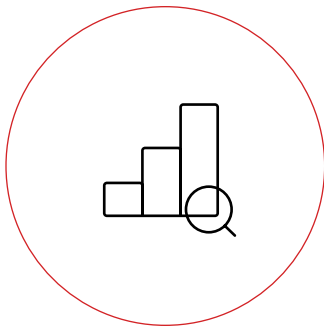
THE HIDDEN COSTS of Manual Upselling

In a data-driven industry, manual upselling may seem manageable at first glance, but it quickly creates inefficiencies, limits performance and ultimately prevents scalability. Without the right systems, upselling becomes inconsistent, hard to measure and overly dependent on individual effort rather than a structured strategy.



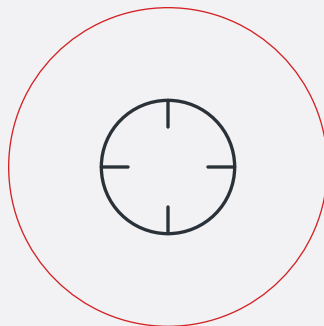
**ADMIN BURDEN:
TIME LOST TO MANUAL PROCESSES**

Tracking performance in spreadsheets creates unnecessary admin, diverting focus from guest experience and team development. Without automation, reporting, incentives and analysis become time-consuming and error-prone.



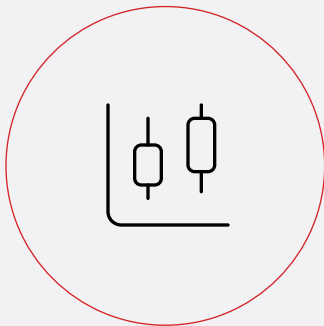
**LACK OF MEASUREMENT:
NO REAL-TIME VISIBILITY**

Effective performance requires real-time insight, yet many hotels lack access to it. Without clear data, it's difficult to track conversion rates, upsell value, guest satisfaction or true RevPAR impact, leaving opportunities hidden.



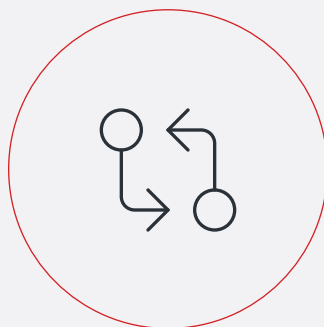
**LACK OF FOCUS:
UNCLEAR DIRECTION**

Unclear goals and unrealistic targets reduce effectiveness. Without structured KPIs, teams lack direction and struggle to identify performance gaps or improvement opportunities.



**INCONSISTENCY:
UNEVEN RESULTS ACROSS TEAMS**

Unclear goals and unrealistic targets reduce effectiveness. Without structured KPIs, teams lack direction and struggle to identify performance gaps or improvement opportunities.



**TURNOVER:
LOSS OF SKILLS AND MOMENTUM**

High staff turnover means knowledge leaves with employees. Without a system and incentives in place, teams repeatedly restart, preventing sustained performance growth.



NO MOTIVATION: LACK OF RECOGNITION

In many hotels, motivation is left to chance. Incentives are often manual, inconsistent or disconnected from daily performance, making it difficult to sustain engagement over time. Without clear visibility, timely recognition and structured rewards, frontline teams can lose focus, reducing both performance and morale. As a result, motivation fluctuates, top performers go unnoticed and upselling outcomes become inconsistent.

The Reality: Why It Doesn't Scale

Manual upselling lacks consistency, visibility and structure.

Without automation, real-time insights and ongoing training, it cannot scale effectively.

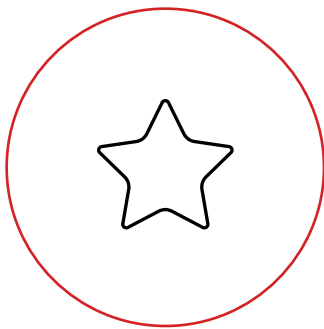
TECHNOLOGY ENABLES.
PEOPLE CONVERT.

But **without** a system
supporting both,
performance will fall short.



BEST PRACTICES FOR DRIVING Front Desk Performance

What truly motivates a frontline employee? Three elements must exist in balance: recognition, accountability and reward. When these are aligned, they create a strong, healthy culture; when they are not, the result is imbalance and inconsistency.



RECOGNITION: Making Performance Visible

Recognition fuels engagement and builds momentum. When performance is visible, it creates pride, ownership and healthy competition.

Celebrating progress, not just results, is important. Recognise incremental wins to sustain motivation and build confidence over time.

Example: Approaching a £10K upsell goal? When the team reaches £7.5K, honour the achievement with a team lunch or a public acknowledgment in a team meeting.

Leaderboards and performance visibility ensure that success is seen and shared, reinforcing the behaviours that drive results.



ACCOUNTABILITY: Clarity Drives Performance

High performance starts with clear expectations and measurable outcomes.

Understanding the path forward is essential. Identify what hinders performance, whether gaps in training, process inefficiencies or overlooked opportunities.

Set targets that inspire, not intimidate. Unrealistic ambitions diminish morale, while precise, achievable goals create focus and direction.

- With FPG, teams can easily track many KPIs including:
- Average Upsell Value
 - RevPAR Impact
 - Conversion Rate

Real-time performance insights transform data into direction, allowing teams to adjust, improve and perform consistently.





REWARD: Incentives That Drive Behaviour

No incentives = no ownership = no growth.

Front desk teams drive upsell success, but high turnover and disengagement thrive where incentives are weak. The difference between top-performing hotels and the rest is simple: smart, structured rewards



FPG RECOMMENDS A TIERED INCENTIVE MODEL:

5%, 10%, 15% commission structure



WHY IT WORKS:

- Top talent stays hungry, earning more for driving top results
- Lower performers improve, with clear motivation to progress
- Budget-neutral, rewarding impact without increasing overall spend



INCENTIVES CAN BE TAILORED BY DEPARTMENT:

- **Rooms:** Tiered rewards (e.g., 5-15%) for high-margin upgrades
- **F&B:** Flat 5-10% on breakfast (lower margins, but incremental revenue)
- **Spa/Transportation:** Hybrid models (e.g., fixed bonus per booking)

Generic plans create mediocrity.
Tiered, tailored incentives turn your
team into revenue champions.

Example: A front desk agent unlocking a 15% bonus for hitting £3K in room upsells delivers both retention and ROI.



HOW FPG SOLVES YOUR PAIN POINTS



Manual processes create inefficiencies and limit scale.

With FPG, hotels eliminate the burden of manual upsell management through automated tools, audited data and streamlined workflows.

- Automated incentive tracking
- Centralized performance management
- Reduced administrative overhead

Result: More time focused on guests and team development, less time spent managing spreadsheets.



Without visibility, performance cannot improve.

FPG provides real-time dashboards and reporting that give instant access to key performance metrics:

- Conversion rates
- Upsell revenue
- Average upsell value

Result: Clear, measurable performance at both individual and property level.



Without clear goals, hotels struggle with direction and retention.

FPG helps reduce turnover through structured KPIs to set staff up for success.

- Goal tracking
- Performance visibility
- Incentive management
- Learning and coaching support
- Progress tracking in one platform

Result: Focused teams with a clear path to improvement and success.



INCONSISTENT COACHING

Inconsistent performance stems from inconsistent training. FPG delivers on-demand, service-focused training that equips teams with the skills to upsell confidently and consistently.

- Micro-learning modules (some are just 60 seconds)
- Continuous coaching and development
- Training certifications

Result: : A standardized approach to upselling that scales across teams and properties.



MISSED REVENUE OPPORTUNITIES

Hotels lose valuable revenue when upselling is inconsistent, manual or overlooked altogether. Unlock incremental revenue with FPG:

- A centralized front-desk solution
- Empower staff with streamlined workflows
- Turn every guest interaction into a revenue opportunity.

By removing uncertainty and enabling consistent performance, FPG increases job satisfaction and reduces frustration, two of the biggest drivers of attrition.

Result: : More confident teams, higher engagement and improved retention across the property.



DISENGAGED FRONTLINE TEAMS

Motivation is sustained through structured recognition and reward. FPG integrates incentive management directly into the platform, creating a culture of performance:

- Automated rewards and commission tracking
- Leaderboards and team competitions
- Recognition programs that reinforce success

Result: : Engaged teams that are motivated to perform consistently and exceed targets.

WHAT GREAT UPSELLING Looks Like in Practice

These are the proven tactics and best practices FPG-trained hotels apply every day to turn guest interactions into meaningful revenue opportunities.

At its best, upselling feels intuitive, relevant and refined, positioned not as a sale, but as a thoughtful recommendation that enhances the guest experience.

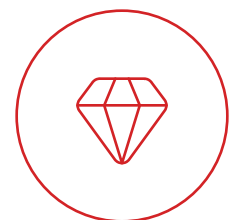
FPG-trained teams consistently:



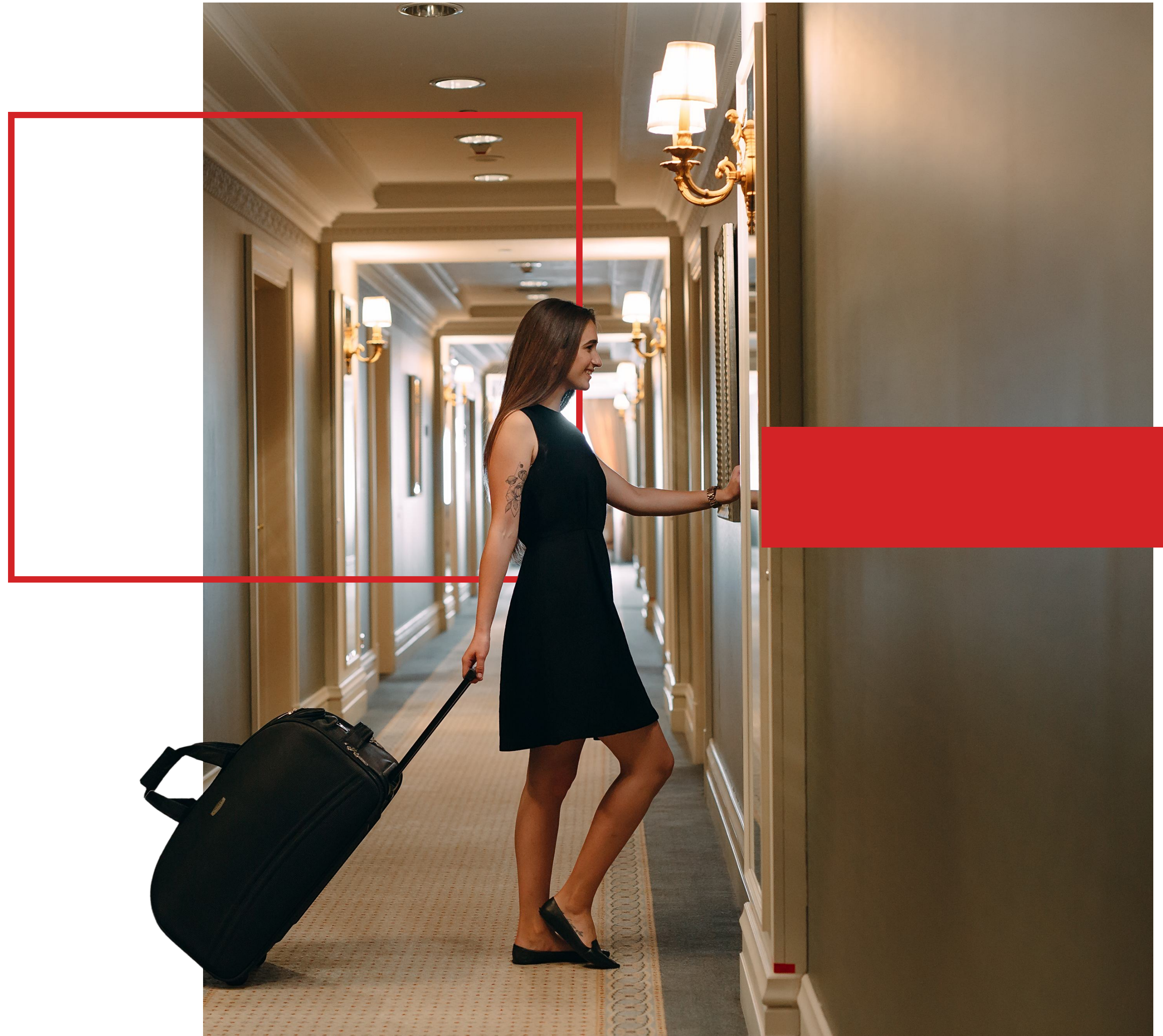
Present upgrades as tailored solutions at check-in



Anticipate guest needs through buying cues



Deliver recommendations with confidence and elegance



FROM 'PLATINUM PERKS' TO 'PLATINUM PROFITS': Monetizing Elite Expectations

Loyalty guests represent one of the most underleveraged revenue opportunities in hospitality. Too often, premium inventory is given away as a default gesture, without exploring the guest's willingness to invest in a more meaningful experience.

A more sophisticated approach introduces choice:

- A complimentary enhancement as recognition
- A compelling paid upgrade as a more premium alternative

This subtle repositioning transform loyalty from a cost center into a revenue opportunity, while enhancing perceived value.

Example script:

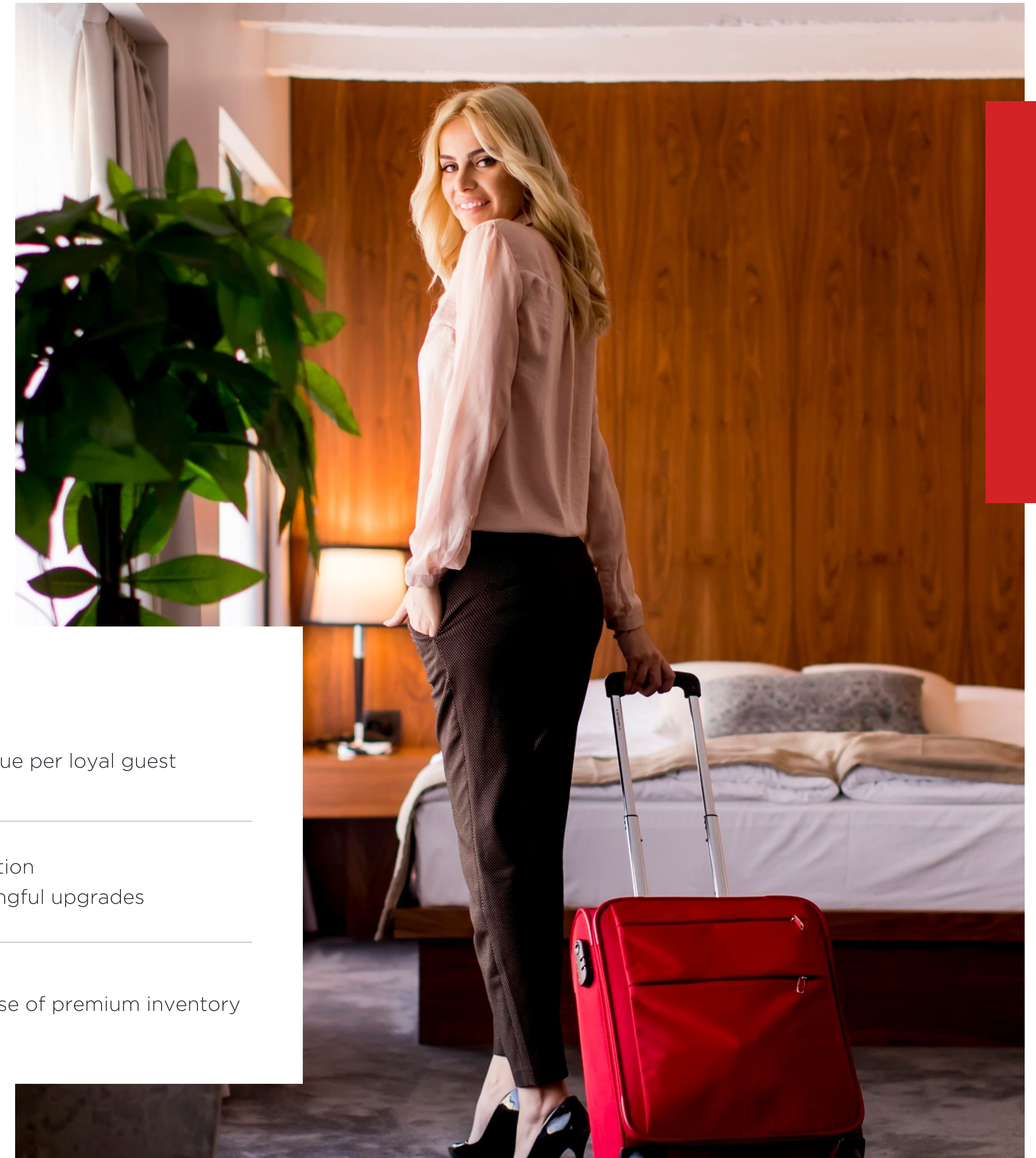
"Mr. Jones, as a loyal guest, we're happy to provide a complimentary one-category upgrade. Or since you're an Elite member, I can move you up three categories for what most guests pay for just one."

Pause and wait for their interest. Then say:

"Normally this suite is £500/night, but for you, it's just £300, a £200 saving."

Outcome:

- 1 Increased revenue per loyal guest
- 2 Higher satisfaction through meaningful upgrades
- 3 More strategic use of premium inventory



TOP-DOWN SELLING:

An Intelligent Commercial Strategy

Top-down selling is a refined approach to presenting value. Rather than beginning with mid-tier options, high-performing teams lead with their most premium offering, then move strategically downward, if required

THIS APPROACH:



Preserves pricing integrity



Expands guest choice without discounting



Maximizes the probability of higher-value conversions



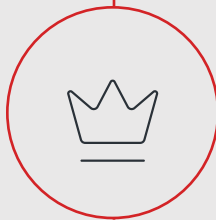
Present the best experience first and allow the guest to define their level of investment.

A REAL-WORLD TOP-DOWN SELLING EXAMPLE



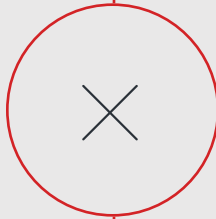
THE SCENARIO:

Mr. Jones is checking in with his family to visit relatives.



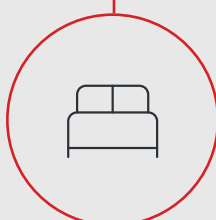
THE TOP-DOWN PITCH:

"Mr. Jones, you're in town with your family? I highly recommend our Executive Suite. It's on the top floor with a beautiful city view you can all enjoy, and it offers plenty of extra space for comfort and privacy. It's what a lot of family travelers choose."



THE GUEST SAYS NO:

This is the cue to pivot.



THE SECOND OFFER:

"I understand. In that case, what I recommend, and what many guests choose, is our King Suite. This also has a beautiful view for you to enjoy, and it's a fantastic choice that gives you more room."



Notice how the benefit (the view) is carried over to the second offer, maintaining the value proposition.



**Present the best
experience first
and allow the guest
to define their level
of investment.**



TOP-DOWN SELLING: Drive Performance. Deliver Value.

Impact on Performance Metrics

Top-down selling directly enhances key commercial indicators:



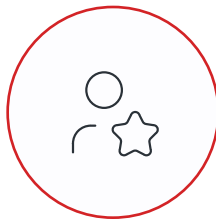
Conversion Rates:

Multiple opportunities within a single interaction



Average Upsell Value:

Elevated starting position drives higher outcomes



Upsell Revenue Index (URI):

Increased contribution to overall ADR performance

MINDSET SHIFT: LET THE GUEST SAY NO

The most powerful principle of top-down selling is this:
Don't make the decision for the guest.

The job is not to pre-qualify guests based on assumptions. It's to confidently present the best options and let them choose. As one top performer perfectly stated:
"My job is just to put the best products on the table and let the guests choose from there."

Don't be afraid of "no." A "no" to the suite isn't a rejection; it's an invitation to present the next best option. It means there's an opportunity to fulfil their wishes by simply coming down one step.

THE SECRET WEAPON: EYE CONTACT AND BODY LANGUAGE

The words used are only 30% of communication. The other 70% is visual. This is why maintaining eye contact during the offer is a non-negotiable part of guest service communication skills.

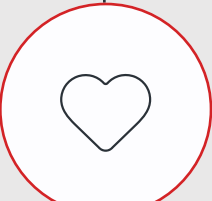
When agents look guests in the eye, they:



Build instant rapport and trust



Pick up important non-verbal cues. A sudden nod means they're interested. If they glance at their partner, that's a cue to involve both people in the conversation.



Stay engaged instead of being buried in a computer, read the situation and adapt in real-time.

Start practicing this essential front desk sales training today. Learn the features and benefits of top-tier rooms. Role-play the pivot. Maintain that eye contact. By implementing top-down selling, hotels stop leaving money on the table and start creating guests who walk away from the front desk feeling truly valued, all while significantly improving KPIs.

SELLING BEYOND SELL-OUT:

Maximizing Value at Full Occupancy

Full occupancy should never signal the end of revenue opportunity. In reality, it represents a moment to optimize both pricing and experience.

Leading hotels avoid rigid pre-allocation strategies and instead:



Maintain flexibility within premium inventory



Prioritize real-time guest engagement at check-in



Use upgrades (both paid and discretionary) to drive value

This dynamic approach ensures that even at 100% occupancy, revenue potential remains fluid and maximized.



BEST PRACTICE:
Keep premium rooms 'on the shelf' longer to increase flexibility.

Avoid locking inventory too early in ways that reduce upsell opportunities or prevent dynamic management.



WHAT GREAT UPELLING LOOKS LIKE IN PRACTICE

HOUSEKEEPING STRATEGY

1 COMMON PRACTICE

When rooms are pre-assigned, housekeeping often prioritizes those and neglects potential upsell rooms

2 TO COUNTER THIS:

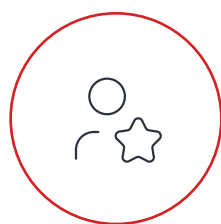
They should clean 2-3 non-pre-assigned rooms daily, ensuring the front desk has ready-to-sell premium inventory for last-minute upgrades.

THE HUMAN ADVANTAGE:

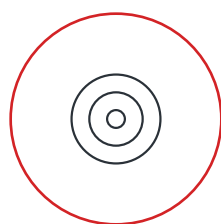
On-Arrival vs Pre-Arrival

Pre-arrival upselling promises efficiency but rarely delivers impact. True conversion happens in moments of human connection, where context, emotion and personalization converge. FPG transforms front desk agents into confident, persuasive agents who create personalized, high-impact guest interactions that no automated email can match.

Face-to-face interactions enable:



Real-time understanding of guest intent



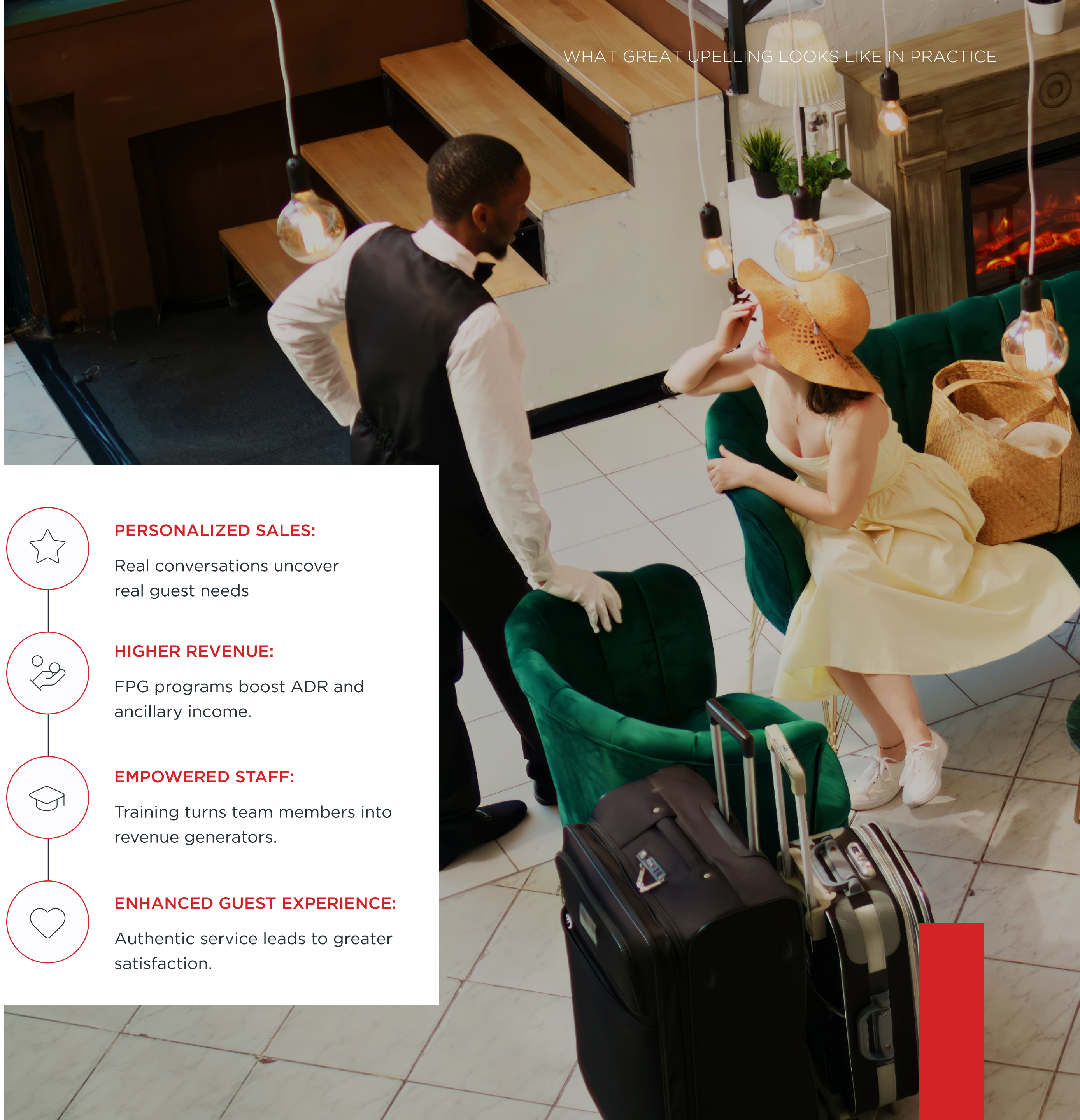
Tailored recommendations based on observed needs



Higher trust and significantly stronger conversion rates



Technology enables.
PEOPLE CONVERT.



WHAT GREAT UPELLING LOOKS LIKE IN PRACTICE



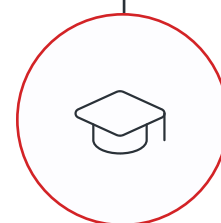
PERSONALIZED SALES:

Real conversations uncover real guest needs



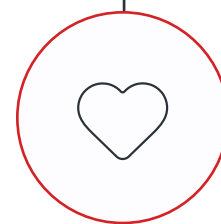
HIGHER REVENUE:

FPG programs boost ADR and ancillary income.



EMPOWERED STAFF:

Training turns team members into revenue generators.



ENHANCED GUEST EXPERIENCE:

Authentic service leads to greater satisfaction.

CONCLUSION: FPG TURNS UPSELLING into a Scalable Performance System

FPG transforms upselling from a fragmented, manual effort **into a structured and scalable performance engine.**

By combining training, real-time performance tracking and integrated incentives, it creates a system where frontline teams are consistently enabled to perform at their best.

On-demand training builds capability without disrupting operations, while live dashboards provide clear visibility into conversion, revenue and individual performance. At the same time, automated incentives, recognition and team competitions sustain motivation and reinforce the right behaviours.

Recognition builds engagement.

Accountability creates focus.

Reward drives action.

When these elements operate together, upselling becomes consistent, measurable and embedded in daily routines. Performance is no longer dependent on individuals, but driven by a system that delivers repeatable results.

Hotels using FPG move beyond the status quo. Frontline teams become active revenue drivers, RevPAR increases through high-margin streams and demand is monetized more intelligently, even at full occupancy. At the same time, guest interactions become more personalized and natural, enhancing the overall experience.

The result is a culture of sustained performance: teams are motivated by clear goals and meaningful rewards, managers gain visibility and control, and guests receive recommendations that feel intuitive rather than transactional.

FPG brings together technology and training to create teams that sell with confidence, consistency and sophistication, turning every guest interaction into a measurable opportunity for growth.



