



H A K K A S A N
G R O U P

FACILITATOR GUIDE

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Hakkasan Group Host Training:

Personalization & Customization

Total Program Time:

2 hours

Participants:

All Hakkasan Hosts & Managers

Room Set Up:

6 participants per table/group. Maximum of four tables.

Materials:

Laptop
Clicker
Facilitator Guide
Scenario Cards
Placemat
Pens

Purpose:

The purpose of this course is to provide employees with an overview of the sales and service habits that will help them create meaningful relationships with guests, which are the foundation of a brand's success.

Icon Key:

Explain



Ask



Review



Activity



Scenario



Read
Quote



Trainer
Note



Transition



Intro Slide
Time: 1 Minute



Say:

Hello all, and welcome back to our module series about creating the relationships with our customers that will lead to greater success for service and sales. I'm excited to continue our series today with a discussion on Personalization & Customization, the crux of creating meaningful relationships with customers.



Transition:

Let's take a look at how we'll spend our time today.



Overview
Time: 2 Minutes



Explain:

This is a 2-hour module designed to provide you with an overview of habits and behaviors that will help you personalize your interactions with customers, consistently make and reinforce customized recommendations for those customers, and create meaningful relationships with them that will keep them coming back again and again.

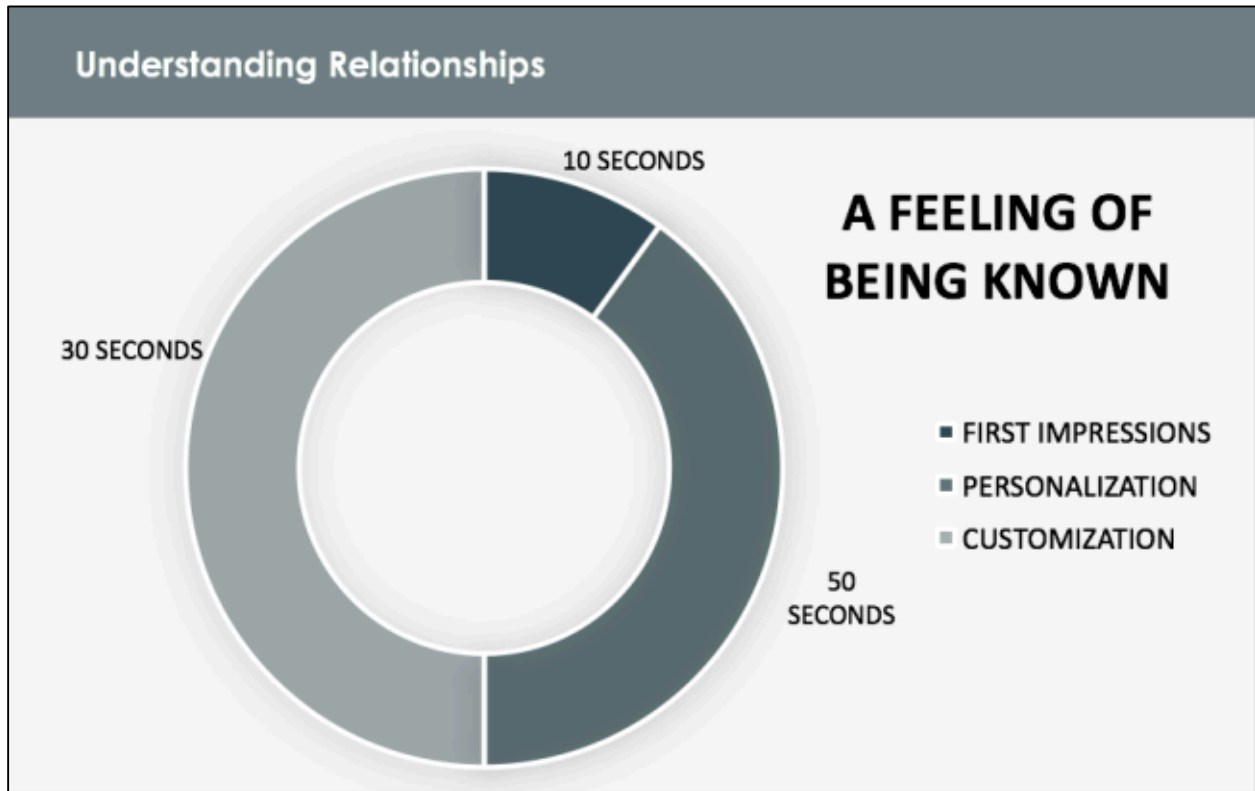
As before, please refer to your placemat throughout the training for a place to take notes and refer to some helpful tips. You are expected to be engaged participants and to apply what you've learned today in your daily tasks and responsibilities.

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Transition:

Let's do a quick review from our last session, Impression Management.



Understanding Relationships

Time: 3 Minutes



Activity:

Everyone pair up with someone you might not know very well and is not working at your same venue. As we discussed last time, we make a customer feel good by creating that feeling of being known. The first impression, we've already taken care of, in that first 10 seconds of the interaction. I want you to tell your partner what habits you have been working on to improve the first impressions you make on others.



Trainer's Note:

Allow for two minutes of conversation.

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**Transition:**

Let's review some of the important elements of impression management.

First Impressions Review

- Maintain a positive attitude
- Utilize proper body positioning and posture
- Offer the perfect handshake
- Ensure appropriate eye contact and facial expressions
- Manage your tone of voice and what you say
- Ensure proper telephone and email etiquette



First Impressions Review

Time: 3 Minutes



Review answers and discuss, then reveal the points on the slide.

Some of the most important ways to make a great first impression are:

- Maintaining a positive attitude and being “on” at all times
- Utilizing proper body positioning and posture to communicate that you are ready and willing to assist
- Delivering the perfect handshake – a great handshake can be the equivalent of up to 3 hours of face-to-face interaction
- Making and maintaining appropriate eye contact and facial expressions, even when assisting another customer

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- Managing your tone of voice and what you say, both in person and over the phone, as well as through email
- Ensuring proper telephone and email etiquette, including excellent grammar and professional language

**Ask:**

Why are first impressions the foundation of creating a personalized and customized experience for our guests?

**Review answers and discuss:**

Look for answers like, “The first impression is a lasting impression,” “It creates a relationship,” or “A guest feels connected to you when you create the feeling of being known with them.”

**Transition:**

Let's look beyond the first impression.

The Importance of Connection

“Connecting is one of the most important business and life skills you ever learn. Why? Because, flat out, people do business with people they know and like.”

– Keith Ferrazzi, Author

The Importance of Connection

Time: 8 Minutes



Explain:

As we learned in our first impressions module, we start connecting by making eye contact, smiling, and opening up our body language. Let's take this a step further and connect with one another by learning more about each other.



Ask:

What does the quote on the slide mean to you as a Host?



Review answers and discuss:

Learning new things about one another creates a relationship between you. That's what our focus is on today – the power of building and strengthening relationships.



Explain:

Today, we're going to discuss the rest of that 90 seconds of proactively building a relationship – 50 seconds of personalization, and 30 seconds of a customized, meaningful recommendation.



Ask:

Does anyone remember the ancient proverb we talked about at our last session, about perception?
(Pause for answers.)



Explain:

That proverb said, "Perception is two parts heart, and one part brain."



Ask:

What do you remember about the importance of creating an emotional connection with our customers?



Review answers and discuss:

Our guests judge our service by how we make them feel, more than what we make them think. When you give someone that feeling of being known and cared about, they feel connected with you and will want to interact with you again. And, as a bonus, you'll want to do more for them, because you'll feel connected with them as well.



Activity: Sharing Passions

Have participants remain in their pairs. Give them 2 minutes (1 minute each) to talk about their passions, and try to get to know each other on a deeper level. As this is taking place, walk around the room and listen to their conversations, noting any that are a great example to share.



Explain:

Pair up with the partner you worked with a few minutes ago. I'm going to give you 2 minutes, so 1 minute apiece, to get to know each other on a deeper level by talking about your passions. (Call time after 2 minutes.)



Debrief:

Who feels they have *quickly* gotten to know the other person by them sharing such important details about their lives?

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Explain:

To truly get to know someone you have to connect on their passions or what is most important to them. By getting to know the things they love, we can start to personalize and customize our customers' experiences. "Connecting is one of the most important business and life skills you ever learn. Why? Because, flat out, people do business with people they know and like."



Ask:

Beyond the first impression, how can we create a feeling of being known with someone else?



Review answers and discuss:

Look for answers like, "engage them in conversation," "ask questions about their needs," "introduce yourself," etc.



Transition:

The first and easiest way to start to get to know a person is to use their name.

The Power of a Name

“The fundamental act of calling other people by their name puts you solidly on course to establishing a sincere relationship with that person.”

– Dale Carnegie

The Power of a Name

Time: 3 Minutes



Read Quote:

“The fundamental act of calling other people by their name puts you solidly on course to establishing a sincere relationship with that person.”



Ask:

How can you get and use someone's name?



Review answers and discuss:

Look for answers like, “Look at their belongings or their business card” or “Ask them for their name.”

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Explain:

To engage a guest and begin building a relationship, it is important to learn and use their name, because that name is an integral part of who they are.

- Introducing yourself is the simplest and most effective way to get someone's name
- Look up their name – look on the reservation if it exists, or simply ask for it
- If you can't pronounce the name, ask them for help. This is a conversation starter and relationship builder in and of itself



Transition:

Let's talk about how to remember a person's name.

Strategies to Remember Names

- Commit to making remembering names a priority
- Tag a person's name as 'important' when given to you. Concentrate on them and say their name 3 times in your mind
- Ask the person to repeat it back to you if a long name or not easily pronounced
- Say the person's name back to them as soon as it is given
- Use the person's name throughout the conversation
- Associate famous people, animals, food, or things important to you with the person's name and their image
- Write down their name or tag their business card with where you met them
- Own up if unable to remember their name. Ask a person their name again as needed

Strategies to Remember Names

Time: 5 Minutes



Ask:

What are some of the ways you can remember someone's name?



Review answers and discuss:

- Commit to making remembering names a priority
- Tag a person's name as 'important' when given to you. Concentrate on them and say their name 3 times in your mind
- Ask the person to repeat it back to you if a long name or not easily pronounced
- Say the person's name back to them as soon as it is given

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- Use the person's name throughout the conversation
- Associate famous people, animals, food, or things important to you with the person's name and their image
- Write down their name or tag their business card with where you met
- Own up if unable to remember their name. Ask a person their name again as needed



Transition:

Let's talk about conversations.

“Conversations about the weather are the last
refuge of the unimaginative.”

– Oscar Wilde, Author

Questions

Time: 3 Minutes



Explain:

For someone to determine if they like you, there needs to be a conversation. The more personal the conversation about things that are meaningful to the other person, the more likely you will create that feeling of being known in them.



Read Quote:

“Conversations about the weather are the last refuge of the unimaginative.”

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Ask:

If we do not use the weather, what are some meaningful conversation topics that can get our guests talking about their passions?



Review answers and discuss.



Transition:

Let's consider which topics are best for relationship-building and which are not.

Meaningful Conversation	
Great Conversation Topics	Conversation Pot Holes
<ul style="list-style-type: none"> • Family & Children • Hobbies & Interests • Sports played • Teams followed • Colleges • Where they are from • Vacations or travel plans • Pets 	<ul style="list-style-type: none"> • Politics • Religion • Sex • Work

Meaningful Conversation

Time: 8 Minutes



Explain:

Some of the best go-to conversation topics are family and kids, hobbies and interests, sports played or teams followed, colleges, where they are from or where they grew up, vacation or travel plans, or even pets. All of these topics will be near and dear to our guests' hearts, and will really get them talking! Some taboo topics are politics, religion, sex, or even jobs or work. You never know if our customers are on vacation to get away from work!

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**Ask:**

So how do we get these conversations started? How do we know what meaningful questions to ask?

**Review answers and discuss:**

Conversation is driven by observation.

**Transition:**

As Yogi Berra says, "You see a lot by looking!"



Conversation by Observation Activity

Time: 8 Minutes



Explain:

For this activity, observe the pictures on the slides. Look for the identifiers and then consider how you would begin a conversation with that person.



Trainer Note:

Point out each image and go around the room asking participants what the identifier is.

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**Ask:**

Great! Now, once you've identified these characteristics or passions about our guests, what do you do next?

**Review answers and discuss:**

Ask meaningful questions – awesome.

**Explain:**

Now, let's revisit the photos and identify some meaningful questions we could ask our guests to help personalize our interactions and build the meaningful relationships that keep our guests coming back.

**Trainer Note:**

Revisit each picture and take one volunteer to share a meaningful question that they could ask the guest to get conversation started.

**Debrief:**

Observation is one of the most important and underutilized methods for creating conversation. You should also learn how to read people's offices, cars, and things they have on them as you develop your conversation skills.

**Transition:**

Let's look at some offices and see what we observe to immediately create a meaningful conversation.



Conversation by Observation Activity

Time: 2 Minutes



Activity:

I am going to show you 5 images of offices. For each, you will have one minute to identify a topic of conversation and to create a great opening question to break the ice.



Explain:

For each picture, note what you observe and the question you would ask to break the ice.

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**Trainer Note:**

After one minute, move onto the next image.

**Transition:**

Next.

Conversation by Observation



Conversation by Observation Activity

Time: 1 Minute



Explain:

For each picture, note what you observe and the question you would ask to break the ice.



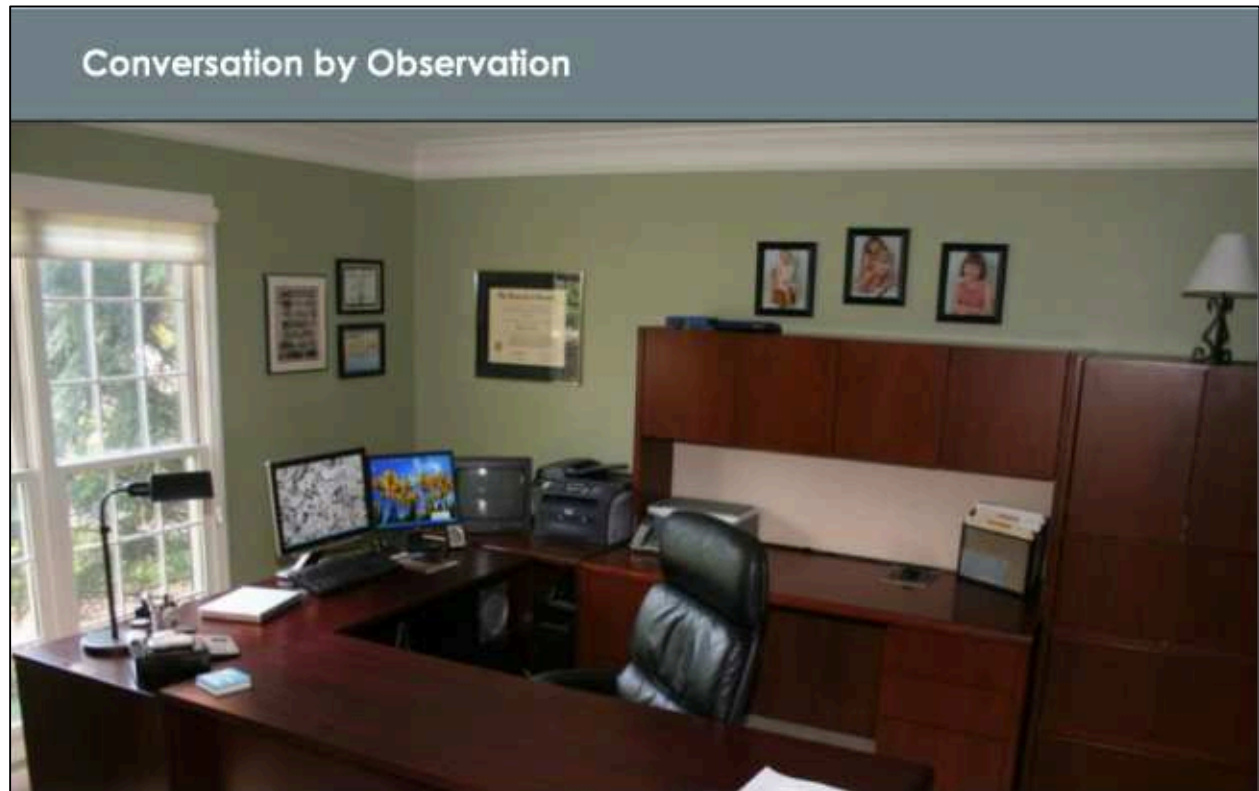
Trainer Note:

After one minute, move onto the next image.



Transition:

Next.



Conversation by Observation Activity

Time: 1 Minute



Explain:

For each picture, note what you observe and the question you would ask to break the ice.



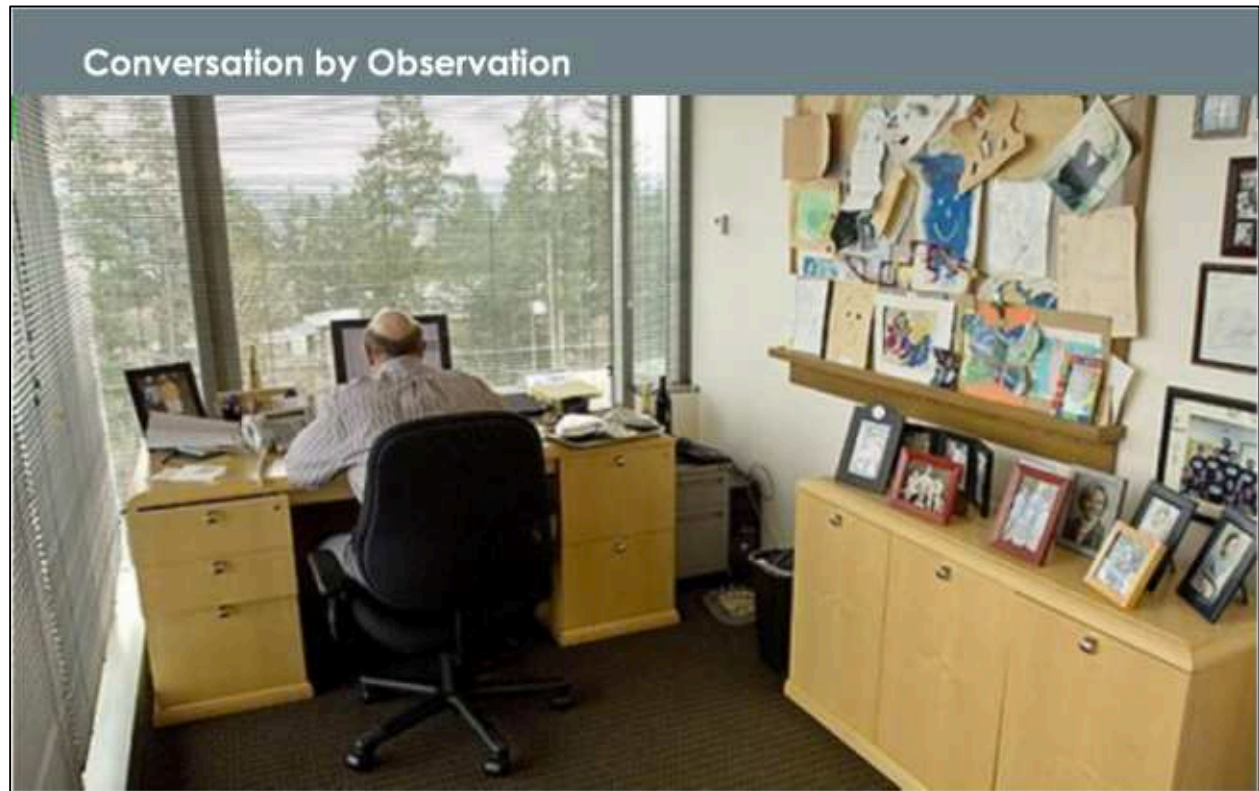
Trainer Note:

After one minute, move onto the next image.



Transition:

Next.



Conversation by Observation Activity

Time: 1 Minute



Explain:

For each picture, note what you observe and the question you would ask to break the ice.



Trainer Note:

After one minute, move onto the next image.



Transition:

Next.



Conversation by Observation Activity

Time: 8 Minutes



Explain:

For each picture, note what you observe and the question you would ask to break the ice.



Trainer Note:

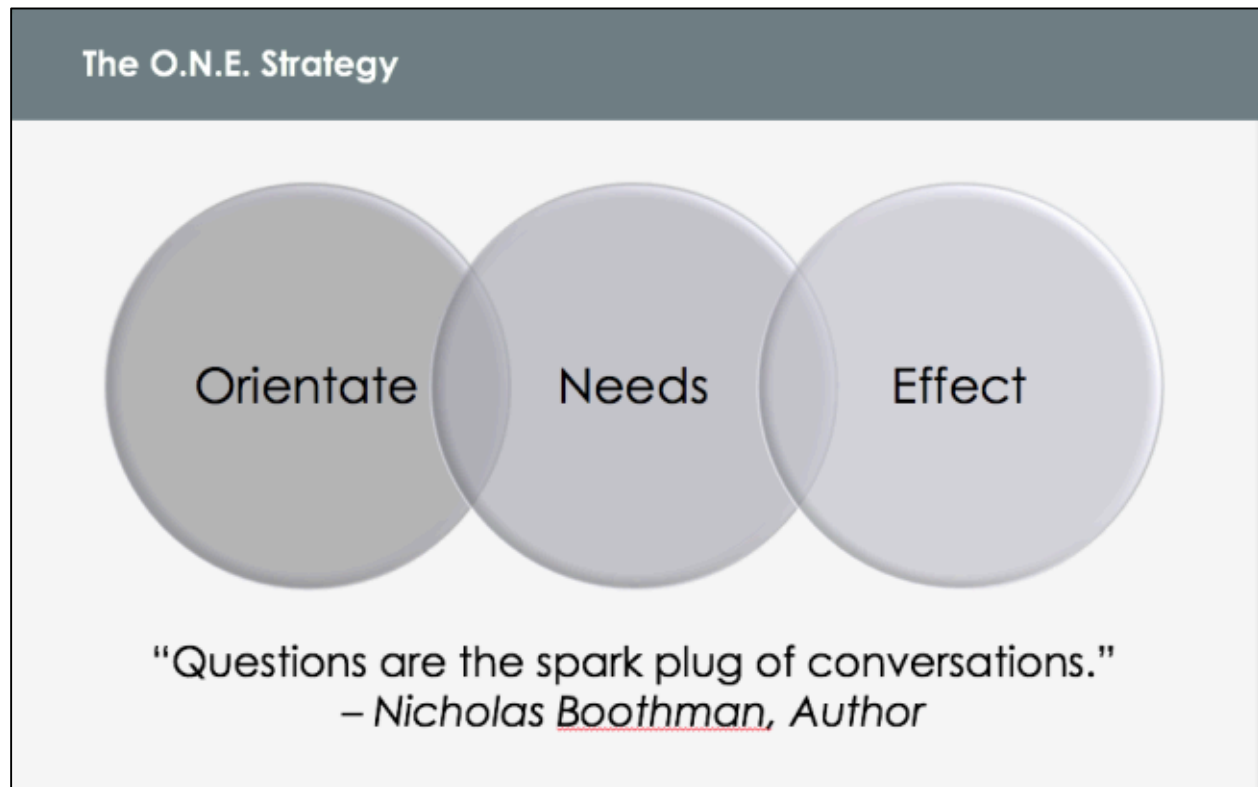
After one minute, stop the exercise. Now go back to each image and review the most obvious conversation topic and a great question to be asked.

**Explain:**

- Office 1: The Golf Clubs. What is your favorite local course?
- Office 2: The Michael Jordan jersey. Did you ever get to see him play live?
- Office 3: University Degree. Where did you go to school?
- Office 4: Kids drawings. How old are your children?
- Office 4: US Open Golf Poster. Have you ever played at Pinehurst?

**Transition:**

Great job – thank you for your participation. When it comes to breaking the ice, being observant helps personalize the interaction. You also can use a questioning strategy to develop conversations and customize the sales process.



The O.N.E. Strategy

Time: 1 Minute



Explain:

To help us learn more about a guest's needs, we created the ONE strategy. The ONE strategy is a questioning strategy to help us learn enough about our guests to make great recommendations and craft exceptional experiences. ONE is an acronym for three types of questions. O stands for orientate questions. N stands for needs questions. E stands for effect questions.



Transition:

Let's learn about each type of question in more detail.

Oriente

- What are you celebrating on this day/night?
- What is special about this day/evening for you and your group?
- Who are you celebrating with/for?
- Who is the person you most want to impress on this day/night?



Oriente

Time: 4 Minutes



Explain:

In this first step, the orienting question we ask specifically tries to understand **what** is the purpose or motivation for the customer's outing and **who** the most important in the group is.

Utilize specific questions like these:

- What are you celebrating on this day/night?
- What is special about this day/evening for you and your group?

And:

- Who are you celebrating with/for?
- Who is the person you most want to impress on this day/night?

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Ask:

Why is it important to orient yourself with who is most important in a group or party?



Review answers and discuss:

It is often not the person you are dealing with that is the key to any groups success. For instance, the person organizing a bachelor party is not the most important person to ensure they are having a good time—the groom-to-be is.



Transition:

Once you've determined **who** is important to the customer, and **what** their reason is for celebrating or coming out, move on to the Needs question to learn specific details about their desired experience.

Needs

- What dates are you looking for?
- How many people in your party?
- Have you been to any of our venues before?
- What music do you like?
- In what hotel are you staying?
- Do you have any dinner plans before coming to the club?
- Do you have any special requests for the night/day?



Needs Question

Time: 2 Minutes



Explain:

The next step in the ONE questioning strategy is the needs question. This question(s) specifically tries to understand the needs of the group. These tend to be functional questions such as how many people, what dates, any special requests, etc.

In this step, ensure you ask the necessary logistical questions, such as:

- What dates are you looking for?
- How many people in your party?
- Have you been to any of our venues before?

- What music do you like?
- In what hotel are you staying?
- Do you have any dinner plans before coming to the club?
- Do you have any special requests for the night/day?

**Transition:**

Once you've learned the important details about the desired experience, move on to the next step of the ONE questioning strategy, the Effects Question, which is about understanding what effect or feeling the guest is looking to create.

Effect

- How big do you want this day/night to be?
- How long do you want everyone to be talking about this day/night?
- How memorable do you want this experience to be?
- What kind of feeling do you hope to evoke with this experience?



Effect Question

Time: 3 Minutes



Explain:

With the effect question, you are trying to understand the type of **effect** that the customer or their group is looking for.

In this step, utilize specific questions, such as:

- How big do you want this day/night to be?
- How long do you want everyone to be talking about this day/night?
- How memorable do you want this experience to be?
- What kind of feeling do you hope to evoke with this experience?

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**Ask:**

Why is it important to understand the effect a person is looking for?

**Review answers and discuss:**

As we have discussed, our role in Hospitality is to satisfy basic human needs. By asking the effect you will understand their needs, their budget, and the feeling they want to generate.

**Transition:**

Let's practice the ONE questioning strategy.

O.N.E. Strategy Practice**Practice Scenario**

You receive a message: John Smith is responsible for hosting the bachelor party for his best friend and wants to get reservations at one of the clubs.

Using the ONE questioning strategy, ask the most important questions of the guest.

ONE Strategy Practice**Time: 5 Minutes****Explain:**

As a group, let's practice the ONE strategy by doing this first example scenario on the screen. Can I get a volunteer to read this scenario out loud for me?

**Read Practice Scenario:**

A man is responsible for hosting the bachelor party for his best friend. There will be a total of 5 guys in the group. This is their first time to Las Vegas. Using the ONE questioning strategy, ask the most important questions of the guest.

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**Trainer Note:**

Look for the following type of questions:

- What are you celebrating when you come out to the Club?
- What is the name of the bachelor?
- How big do you want the night to be?

**Explain:**

Once you have this information you are ready to make an offer, suggestion, or recommendation to your guest.

**Transition:**

You cannot customize the experience as long as you are listening.

Active Listening

"If you don't give feedback physically, people think you don't care, that you're stuck up, and a host of other negative attributes."

– Patti Wood, Author

Active Listening Time: 3 Minutes



Ask:

Why is it important to listen actively?



Review answers and discuss.



Read Quote:

If you don't give feedback physically, people think that you don't care, that you're stuck up, and a host of other negative attributes.



Ask:

What does it take to actively listen?



Review answers and discuss:

Active listening involves physically showing with your body language that you are listening. This can be achieved through nodding your head, flashing your eyebrows, and even giving a smile or look of concern, depending on what the customer is telling you. Active listening also involves listening to understand, not to respond. Do not interrupt the guest while they are talking. Ensure that you are ready to repeat back the guest's question or concern to them to confirm the details. Take notes!



Explain:

Through active listening and learning about the customer, we can begin to truly customize their experience.

Customization is when we can craft something specifically for someone, based on what they like, what is important to them, and who they are with.

It creates a memorable experience and keeps them wanting to come back for more. It is about making a recommendation that will resonate with the guest.

Customization allows us to focus specifically on the guest standing in front of us, and separates good experiences from great ones.



Transition:

Through customization, we can ensure we deliver an excellent customer experience to our guests every time. Customization requires knowledge.

Expertise and Knowledge Required

What are some of the things that you should know to be able to best serve our customers?

"If you cant explain it simply enough,
you do not know it well enough."
– Albert Einstein

Know Our Offerings

Time: 3 Minutes



Explain:

Before you can begin to make customized recommendations to your customers, you must know what we have to offer. Our customers expect you to be experts!



Ask:

What are some of the things that you should know to be able to best serve our customers?



Review answers and discuss:

- Our offerings and prices
- Key points of contact
- Signature experiences at our different venues
- Local activities and experiences beyond the club



Transition:

With this knowledge, we can begin to customize the guest experience by anticipating their needs.

Personalization & Customization Role Play

Personalization & Customization Role Play: **Time: 16 Minutes**



Trainer Note:

For this activity, you'll be breaking up the room into 4 groups and giving each group 1 scenario. Participants will have 5 minutes to discuss and plan out a 1-minute role play using various strategies we have noted today. All role plays will occur over the phone, so ensure they think about their phone strategies from last week. Ensure participants are thinking about how to break the ice, what questions to ask, and then based on what the scenario is, what sort of experience they would craft for the guest. During this time, you'll need to walk about the room and monitor the conversations, answering any questions that participants have. Call time after 5 minutes, and then have each group perform.

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Explain:

I'm going to go ahead and break you up into 4 groups. You'll each receive one scenario card. As a group, you need to develop a personalization and customization strategy, which will then be developed into a role play. As the role play will occur over the phone, I want to ensure you think about the phone strategies discussed last week. You will have 5 minutes to develop your strategy on how to break the ice, what questions to ask, and then design a suggested experience. You will then have 5 minutes to pair up with someone and practice a role play. We will then get one team from each group to demonstrate in front of the class.



Activity:

The following scenarios are on the scenario cards around the room:



Scenario 1: A woman is hosting a girls' weekend next month for her two best friends. The three of them want to dance all night.

Role play should look something like this:

- Greeting: "Hi, my name is () with (Club) and I am calling about your interest in getting into our club next month. Is now a good time to talk?"
- Reminder: I will take some notes as we talk and follow up with an email recapping the details of what you are looking for.
- Orient Question: So what are you celebrating while you are in town or with us that night?
- Needs Question: What are the names of the friends who you are doing this for?
- Effect Question: How big a night are you looking for?
- Customized information on the experience you would suggest.



Scenario 2: A man wants to take his wife to a club for the night next weekend.

They want to have a table so they can have their own space.

Role play should look something like this:

- Greeting: "Hi, my name is () with (Club) and I am calling about your interest in getting into our club next weekend. Is now a good time to talk?"
- Reminder: I will take some notes as we talk and follow up with an email recapping the details of what you are looking for.
- Orient Question: So what are you celebrating while you are in town or with us that night?
- Needs Question: What is the name of your wife?
- Effect Question: How important is it to have your own table and space to party?
- Customized information on the experience you would suggest.



Scenario 3: A group of four guys want to come to the day club on Saturday to celebrate a friend's birthday.

Role play should look something like this:

- Greeting: "Hi, my name is () with (Club) and I am calling about your interest in getting into our club on Saturday. Is now a good time to talk?"
- Reminder: I will take some notes as we talk and follow up with an email recapping the details of what you are looking for.
- Orient Question: So what are you celebrating while you are in town on Saturday?
- Needs Question: What is the name of your friend whose birthday you are celebrating?
- Effect Question: How memorable an experience are you looking to have?
- Customized information on the experience you would suggest.



Scenario 4: Three couples want to have a fun weekend next month and experience both day and night life. They are looking to purchase a table on the first night, and then want to have options for access to different clubs on the Saturday.

Role play should look something like this:

Greeting: "Hi, my name is () with (Club) and I am calling about your interest in getting into a couple of our clubs next month. Is now a good time to talk?"

- Reminder: I will take some notes as we talk and follow up with an email recapping the details of what you are looking for.
- Orient Question: So what are you celebrating while you are in town or with us that weekend?
- Needs Question: Is there anyone special we should be making a big deal about?
- Effect Question: Are you looking to have your own space to have a better experience?
- Customized information on the experience you would suggest.



Trainer Note:

Call time after 5 minutes of discussion for teams to begin practicing their role play. After another 5 minutes, call upon teams to demonstrate. Provide feedback as needed.



Debrief:

What questions do you have about using the ONE strategy in your day to day role?



Transition:

Let's reflect on what we've discussed today.

Reflection

“Get closer than ever to your customers. So close, in fact, that you tell them what they need well before they realize it themselves.”

– Steve Jobs, Founder of Apple

Reflection

Time: 5 Minutes



Read Quote:

“Get closer than ever to your customers. So close, in fact, that you tell them what they need well before they realize it themselves.”



Ask:

What does this quote mean to you based on all we've discussed today?



Review answers and discuss.

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**Explain:**

The relationships you build with your customers are truly what takes you from being simply good at your job to being excellent Hosts.

**Ask:**

What habit will you commit to making that will help you develop better relationships with our guests?

**Trainer Note:**

Go around the room and have each person share their answers.

**Closing:**

Thank you, all, for your dedicated participation and engagement in our session. I look forward to seeing you all at our next session to continue our series on sales and service success.

Have a great rest of the day!