Points from the interviews:

1. Subject (coffee) expert
2. Recommendation expert x2

Coffee Shop Manager:

* Upselling can increase revenue by up to 80%.
* Upselling techniques are constantly evolving, with various styles and approaches being used.
* Staff members undergo continuous training and coaching to enhance upselling skills, focusing on recommending more appropriate products.
* Offered products depend on:
  + Current stock levels,
  + Seasonal items,
  + Promotions,
  + Time of day,
  + ...
  + Not really focused on each individual customer
* Shop location can influence the offered products. For example:
* Small local shops – knowing customers and offering their usuals,
* Tourist locations - retail items,
* Shopping centres - varies.
* New staff typically upsell to only 10-15% of their customers.
* Shops are free to set up their upselling products; most often, they choose those with the highest margin and highest stock levels to prevent possible waste.