

IQOS

Customer Care Academy

Operational Foundation Pack for Inbound Agents

A facilitator-led curriculum built around the real IQOS consumer journey and the real IQOS inbound process. Eleven operational modules to be delivered before every soft-skills module — anchored by one shared formula:

HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY

Curriculum overview

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The IQOS Service Formula

HEAR	Acknowledge the situation and the emotion in the first 20 seconds.
VERIFY	Email · postcode · house number · date of birth — in one breath.
DIAGNOSE	Three sharp questions, not thirteen vague ones.
RESOLVE	Fix it, or move cleanly into warranty and replacement.
CONFIRM	Recap the next step in plain language. No ambiguity.
SURVEY	Invite the survey with belief, not apology.

MODULE 1

Why Consumers Call IQOS

Understand the functional and emotional reasons behind every inbound IQOS call.

2 facilitator slides · 60–90 min total · 5–15 min discussion per slide

SLIDE 1.1

Why consumers really call IQOS

LEARNING OBJECTIVE	Agents understand the true emotional and functional reasons consumers contact IQOS care.
KEY MESSAGE	Consumers don't call about a device — they call because a daily ritual is broken.
TRAINER TALKING POINTS	<ul style="list-style-type: none">• IQOS is part of a routine; when it fails, the consumer feels disrupted, not just inconvenienced.• Most callers have already tried to fix it themselves. By the time they call, frustration is baked in.• Our job is to restore the ritual quickly, not to teach product theory.
WHY THIS MATTERS	Agents who recognize emotional context resolve faster and score higher CSAT.
REAL IQOS EXAMPLE	"I've cleaned it twice, it still won't heat. I have to leave for work in 10 minutes." — the real issue is time pressure, not cleaning.
DISCUSSION QUESTIONS	<ul style="list-style-type: none">• What's the difference between the stated reason and the real reason for a call?• When did you last assume the wrong root cause?
REFLECTION QUESTIONS	Think about your last 5 calls — how many were really about the device vs about the consumer's day being interrupted?
GROUP ACTIVITY	In pairs, list the top 10 reasons IQOS consumers called this week. Cluster them into functional vs emotional drivers.
ROLE PLAY	Consumer calls 8 minutes before leaving for work; device won't heat. Practice opening with acknowledgement before troubleshooting.
COMMON MISTAKES	<ul style="list-style-type: none">• Jumping into troubleshooting before acknowledging the disruption.• Treating every caller as a beginner.• Using product jargon (HeatControl™, induction blade) too early.
COACHING OBSERVATIONS	Listen for whether the agent names the consumer's situation in the first 20 seconds.
MANAGER FOLLOW-UP	Pull 3 recent calls per agent; tag each as functional-only or emotion-aware opener. Coach on the gap.
KNOWLEDGE CHECK	Name 3 emotional drivers behind an IQOS support call.
VISUAL RECOMMENDATION	Iceberg model — small visible 'device broken' tip, large hidden block of 'ritual / time / trust'.
VIDEO RECOMMENDATION	60-sec montage of real consumer voicemails describing why they called.
TRAINER NOTES	Open the module by playing one anonymized call. Don't analyze yet — just let the room hear the emotion.
TAKEAWAY MESSAGE	Fix the ritual, not just the device.

SLIDE 1.2

The five call archetypes

LEARNING OBJECTIVE	Recognize the 5 most common IQOS inbound call types and adjust approach accordingly.
KEY MESSAGE	Same script for every caller = wrong answer for most of them.
TRAINER TALKING POINTS	<ul style="list-style-type: none"> • Archetypes: Device-not-heating · Battery/charging · Cleaning-confusion · Warranty/replacement · Retailer-assisted. • Each archetype has a typical diagnostic path and a typical emotional tone. • Naming the archetype in your head within 30 seconds saves 2 minutes per call.
WHY THIS MATTERS	Faster pattern recognition = shorter AHT without rushing the consumer.
REAL IQOS EXAMPLE	Caller says “the light is blinking red” — likely battery/charging archetype, not heating fault.
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • Which archetype do you find hardest? Why? • Which archetype usually drives escalations on our floor?
REFLECTION QUESTIONS	Which archetype matches my own weakest CSAT scores?
GROUP ACTIVITY	Card sort: 20 anonymized call openings → place into 5 archetype buckets, then compare with team.
ROLE PLAY	Trainer reads 3 opening lines; agents must call out the archetype and first diagnostic question within 10 seconds.
COMMON MISTAKES	<ul style="list-style-type: none"> • Forcing a heating diagnostic on a charging issue. • Skipping verification because the archetype 'feels obvious'.
COACHING OBSERVATIONS	Score how quickly the agent forms a hypothesis vs how often they revise it mid-call.
MANAGER FOLLOW-UP	Add 'archetype identified' as a quality monitoring field for 2 weeks.
KNOWLEDGE CHECK	List the 5 IQOS inbound archetypes and one diagnostic question for each.
VISUAL RECOMMENDATION	5 icon tiles, each archetype with its signature symptom.
VIDEO RECOMMENDATION	Side-by-side: same agent handling charging vs heating issue — note the different opening.
TRAINER NOTES	Have agents keep the archetype card on their desk for week 1 post-training.
TAKEAWAY MESSAGE	Name the call in 30 seconds, then serve it.

MODULE 2

The Consumer Emotional Journey

Map and navigate the consumer's emotional arc from frustration to relief.

2 facilitator slides · 60–90 min total · 5–15 min discussion per slide

SLIDE 2.1

The emotional journey of a broken IQOS

LEARNING OBJECTIVE	Map the consumer's emotional state from device failure to call resolution.
KEY MESSAGE	Consumers travel through Frustration → Hope → Doubt → Relief. We move them along.
TRAINER TALKING POINTS	<ul style="list-style-type: none">• Frustration starts before the call (failed self-fix).• Hope = they reached a human.• Doubt = 'will this agent actually help or transfer me?'• Relief = clear next step, owned by us.
WHY THIS MATTERS	Agents who narrate the journey out loud create psychological safety and reduce repeat contacts.
REAL IQOS EXAMPLE	"I know it's frustrating when it stops mid-use — let's get you back on track in a few minutes." That single sentence moves Frustration → Hope.
DISCUSSION QUESTIONS	<ul style="list-style-type: none">• At which stage do most of our consumers drop out emotionally?• What phrases push a consumer from Doubt back to Frustration?
REFLECTION QUESTIONS	When was the last time I felt 'Doubt' as a customer myself? What fixed it?
GROUP ACTIVITY	Draw the 4-stage emotional curve. Plot 3 real calls from last week on it.
ROLE PLAY	Agent must name the consumer's current emotion every 60 seconds, silently to coach.
COMMON MISTAKES	<ul style="list-style-type: none">• Staying in problem-solving mode when consumer needs reassurance.• Over-apologizing — consumers want progress, not pity.
COACHING OBSERVATIONS	Highlight one phrase per call that visibly shifted the consumer's tone.
MANAGER FOLLOW-UP	1:1 each agent to identify their default emotion-handling style (fixer / soother / explainer).
KNOWLEDGE CHECK	Name the 4 emotional stages of an IQOS support call.
VISUAL RECOMMENDATION	Curve diagram with emotion labels and example phrases per stage.
VIDEO RECOMMENDATION	Voice-only clip; agents identify emotion shift moments by raising hands.
TRAINER NOTES	Keep this slide on a wall poster in the operations room.
TAKEAWAY MESSAGE	Every call is a journey from Frustration to Relief. You're the guide.

SLIDE 2.2

Reading the consumer in 15 seconds

LEARNING OBJECTIVE	Identify consumer emotional state from tone, pace, and word choice within the first 15 seconds.
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KEY MESSAGE	Pace = pressure. Volume = frustration. Silence = doubt.
TRAINER TALKING POINTS	<ul style="list-style-type: none"> • Fast speech + short sentences = time pressure. • Sighs + 'again' / 'still' = repeat-issue fatigue. • Long pauses = uncertainty or low product confidence.
WHY THIS MATTERS	Matching tone before content is the single biggest CSAT lever.
REAL IQOS EXAMPLE	Calm caller: "Hi, I was wondering..." → use full sentences. Angry caller: "This is the third time!" → mirror urgency.
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • What signals do you pick up but never name? • How does mirroring differ from imitating?
REFLECTION QUESTIONS	Do I match the consumer's pace, or my own default pace?
GROUP ACTIVITY	Audio clips × 6 — agents write the emotion + one matching opener.
ROLE PLAY	Trainer plays caller in 3 different emotional registers; agent responds with first 2 sentences only.
COMMON MISTAKES	<ul style="list-style-type: none"> • Using cheerful tone with an angry caller. • Speaking faster than the consumer when they're already rushed.
COACHING OBSERVATIONS	Note the gap between consumer pace and agent pace in WPM if possible.
MANAGER FOLLOW-UP	Pair agents for tone-mirroring practice 10 min daily for 1 week.
KNOWLEDGE CHECK	Give 3 tone cues and what they signal.
VISUAL RECOMMENDATION	Sound-wave graphic with emotion labels.
VIDEO RECOMMENDATION	30 sec — same opening line in 4 emotional registers.
TRAINER NOTES	Discourage scripted greetings; encourage adaptive openers.
TAKEAWAY MESSAGE	Mirror first, fix second.

MODULE 3

The Complete IQOS Call Flow

Master the 6-step IQOS Service Formula end-to-end.

2 facilitator slides · 60–90 min total · 5–15 min discussion per slide

SLIDE 3.1

The IQOS Service Formula: HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY

LEARNING OBJECTIVE	Internalize the 6-step IQOS Service Formula as the spine of every call.
KEY MESSAGE	One formula, every call, every archetype.
TRAINER TALKING POINTS	<ul style="list-style-type: none">• HEAR — acknowledge the situation and the emotion.• VERIFY — email, postcode, house number, date of birth.• DIAGNOSE — structured questions, not guesses.• RESOLVE — fix it or move to warranty.• CONFIRM — recap next step in plain language.• SURVEY — invite the consumer to the survey with intent.
WHY THIS MATTERS	A shared formula reduces variability, AHT and escalations across the floor.
REAL IQOS EXAMPLE	“I hear you — let's check the account quickly, then I'll walk you through 2 things to test.”
DISCUSSION QUESTIONS	<ul style="list-style-type: none">• Which step do you skip most often when busy?• Where does the formula bend for retailer/PMI calls?
REFLECTION QUESTIONS	Which step is my personal weakest link?
GROUP ACTIVITY	Map your last 3 calls against the 6 steps. Mark missing steps.
ROLE PLAY	Run a full call in under 6 minutes hitting all 6 steps cleanly.
COMMON MISTAKES	<ul style="list-style-type: none">• Starting verification before acknowledging.• Skipping CONFIRM — consumer hangs up unsure of next step.
COACHING OBSERVATIONS	Use a 6-checkbox QA card per monitored call.
MANAGER FOLLOW-UP	Adopt HEAR·VERIFY·DIAGNOSE·RESOLVE·CONFIRM·SURVEY as the official call structure.
KNOWLEDGE CHECK	Recite the formula in order without prompts.
VISUAL RECOMMENDATION	6-step horizontal flow with icons and 1-line description each.
VIDEO RECOMMENDATION	Whiteboard animation walking through the formula on a real call.
TRAINER NOTES	This slide is the spine of the entire academy — return to it in every module.
TAKEAWAY MESSAGE	HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY.

SLIDE 3.2

Where calls go wrong on the timeline

LEARNING OBJECTIVE	Identify the typical breakdown points in an IQOS call and how to prevent them.
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KEY MESSAGE	Most failed calls fail in the first 90 seconds or the last 30 seconds.
TRAINER TALKING POINTS	<ul style="list-style-type: none"> • First 90 sec: weak acknowledgement, robotic verification. • Middle: diagnostic loops, repeating questions. • Last 30 sec: unclear next step, weak survey invite.
WHY THIS MATTERS	Knowing the failure zones lets agents pre-empt them.
REAL IQOS EXAMPLE	Agent confirms replacement but doesn't say what to bring → consumer calls back. Repeat contact.
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • What's our most common 'last 30 seconds' mistake? • Why do diagnostic loops happen?
REFLECTION QUESTIONS	Where on the timeline do I lose energy?
GROUP ACTIVITY	Plot a real failed call on a 0–6 min timeline; mark the breakdown point.
ROLE PLAY	Coach interrupts a mock call the moment a breakdown risk appears; agent self-corrects.
COMMON MISTAKES	<ul style="list-style-type: none"> • Rushing the close. • Re-asking already-given info.
COACHING OBSERVATIONS	Track 'time-to-first-fix-attempt' as a coaching metric.
MANAGER FOLLOW-UP	Weekly: pick 1 breakdown zone to target as team focus.
KNOWLEDGE CHECK	Name the 3 breakdown zones and 1 fix for each.
VISUAL RECOMMENDATION	Timeline with red zones and green zones.
VIDEO RECOMMENDATION	Two side-by-side calls; one clean, one with a 90-second breakdown.
TRAINER NOTES	Use anonymized real recordings — much more powerful than scripted demos.
TAKEAWAY MESSAGE	Win the first 90 and the last 30.

MODULE 4

Verification Without Frustration

Collect the 4 verification fields with warmth, speed, and trust.

2 facilitator slides · 60–90 min total · 5–15 min discussion per slide

SLIDE 4.1

Verification without friction

LEARNING OBJECTIVE	Collect email, postcode, house number, date of birth without sounding like an interrogation.
KEY MESSAGE	Verification is a trust ritual, not a security checkpoint.
TRAINER TALKING POINTS	<ul style="list-style-type: none">• Frame the why: 'So I can find your account and help you faster.'• Batch the questions; don't ping-pong.• Read back to confirm — once, not twice.
WHY THIS MATTERS	Friction here colors the entire call.
REAL IQOS EXAMPLE	Bad: "Email? ... Postcode? ... House number? ... DOB?" Good: "Can I grab your email, postcode and house number, plus your date of birth — then we're straight into fixing this."
DISCUSSION QUESTIONS	<ul style="list-style-type: none">• Which order do you ask in, and why?• How do you handle a consumer who is annoyed at verification?
REFLECTION QUESTIONS	Do I explain why I need the info, or just ask?
GROUP ACTIVITY	Rewrite your standard verification opener in one sentence, max 20 words.
ROLE PLAY	Consumer pushes back: 'I just want to fix my device.' Practice handling without losing verification.
COMMON MISTAKES	<ul style="list-style-type: none">• Apologizing for asking — it signals the questions are unreasonable.• Confirming each field separately.
COACHING OBSERVATIONS	Time verification segment; target ≤ 45 seconds.
MANAGER FOLLOW-UP	Pull bottom-quartile verification times; coach the wording, not the speed.
KNOWLEDGE CHECK	Recite the 4 verification fields and the one-sentence opener.
VISUAL RECOMMENDATION	4 chips: email · postcode · house number · DOB.
VIDEO RECOMMENDATION	Agent doing verification in 30 seconds, naturally.
TRAINER NOTES	Time the trainers doing it live — friendly competition lands the point.
TAKEAWAY MESSAGE	One breath, four facts, full trust.

SLIDE 4.2

When verification gets emotional

LEARNING OBJECTIVE	Handle resistance, privacy concerns, and frustrated callers during verification.
KEY MESSAGE	Resistance is rarely about the question — it's about the moment.

TRAINER TALKING POINTS	<ul style="list-style-type: none"> • Name the friction: 'I know it feels like a lot when you just want it fixed.' • Offer the why in one line. • Move on quickly — don't over-explain.
WHY THIS MATTERS	Mishandled friction here causes escalation requests within 60 seconds.
REAL IQOS EXAMPLE	“Why do you need my date of birth?” → “To match the warranty on your account — takes 5 seconds and then we're solving this.”
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • What's the most common pushback question you get? • Which response works best?
REFLECTION QUESTIONS	Do I get defensive when challenged?
GROUP ACTIVITY	Build a team library of 5 short, warm responses to verification pushback.
ROLE PLAY	Caller: 'This is ridiculous.' Agent: stay calm, complete verification in under 60 seconds.
COMMON MISTAKES	<ul style="list-style-type: none"> • Reciting GDPR-style policy. • Going silent under pressure.
COACHING OBSERVATIONS	Note agent's tone shift during pushback.
MANAGER FOLLOW-UP	Share top 3 team responses on the wall.
KNOWLEDGE CHECK	Give 2 calm one-liners for verification pushback.
VISUAL RECOMMENDATION	Speech bubbles: pushback → reframe.
VIDEO RECOMMENDATION	Clip showing the same caller being de-escalated through verification.
TRAINER NOTES	Don't moralize — train the words.
TAKEAWAY MESSAGE	Calm words, fast verification, no battle.

MODULE 5

Troubleshooting With Confidence

Diagnose precisely and guide consumers through fixes with clarity.

2 facilitator slides · 60–90 min total · 5–15 min discussion per slide

SLIDE 5.1

Diagnostic questions that actually diagnose

LEARNING OBJECTIVE	Use a structured, narrow-to-broad diagnostic flow instead of guessing.
KEY MESSAGE	Good diagnosis is 3 questions, not 13.
TRAINER TALKING POINTS	<ul style="list-style-type: none">• Start with the symptom: what exactly happens?• Then the trigger: when did it start?• Then the variable: charging? cleaning? new pack?
WHY THIS MATTERS	Structured diagnosis cuts AHT and avoids unnecessary replacements.
REAL IQOS EXAMPLE	“When you press the button — does the light come on at all?” → answer determines next 2 steps.
DISCUSSION QUESTIONS	<ul style="list-style-type: none">• What's your go-to first diagnostic question?• Which questions are we asking out of habit?
REFLECTION QUESTIONS	Do I diagnose or do I narrate troubleshooting?
GROUP ACTIVITY	Build a decision tree for 'device won't heat' in 5 nodes max.
ROLE PLAY	Caller gives vague answers; agent must narrow with 3 questions max.
COMMON MISTAKES	<ul style="list-style-type: none">• Asking yes/no when open is needed (and vice versa).• Skipping to a fix before confirming the symptom.
COACHING OBSERVATIONS	Count diagnostic questions per call; flag >5.
MANAGER FOLLOW-UP	Publish the team's official 3-question flow per archetype.
KNOWLEDGE CHECK	Name 3 diagnostic questions for a heating issue.
VISUAL RECOMMENDATION	Decision tree, max 3 levels deep.
VIDEO RECOMMENDATION	Senior agent demonstrating compact diagnosis in 90 seconds.
TRAINER NOTES	Encourage agents to write their own 3-question kits.
TAKEAWAY MESSAGE	Three sharp questions beat thirteen vague ones.

SLIDE 5.2

Talking through troubleshooting

LEARNING OBJECTIVE	Guide the consumer through physical steps confidently and clearly.
KEY MESSAGE	Narrate the action, then wait. Don't stack instructions.

TRAINER TALKING POINTS	<ul style="list-style-type: none"> • One step, one wait, one confirm. • Use the consumer's language for the device parts. • Confirm success or failure before moving on.
WHY THIS MATTERS	Stacked instructions = consumer confusion = repeat steps = longer call.
REAL IQOS EXAMPLE	“Press and hold the button for 4 seconds — let me know when you see the light.”
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • When do you tend to stack instructions? • How do you handle a consumer who can't follow physical steps?
REFLECTION QUESTIONS	Am I narrating for myself or for the consumer?
GROUP ACTIVITY	Pair: one agent guides the other through a fake device task — eyes closed.
ROLE PLAY	Consumer is non-technical and elderly; troubleshoot with one step at a time.
COMMON MISTAKES	<ul style="list-style-type: none"> • Talking while the consumer is mid-step. • Assuming visual context.
COACHING OBSERVATIONS	Listen for the 'wait' moments; they should exist.
MANAGER FOLLOW-UP	Reward calmest troubleshooter of the week.
KNOWLEDGE CHECK	Give a 3-step troubleshooting script with waits.
VISUAL RECOMMENDATION	Step · wait · confirm — repeating loop graphic.
VIDEO RECOMMENDATION	Clip of agent guiding by phone — calm pacing.
TRAINER NOTES	Encourage agents to picture the device in the consumer's hand.
TAKEAWAY MESSAGE	One step, one wait, one confirm.

MODULE 6

How To Explain Warranty Decisions

Communicate 2-year warranty and exceptions like a human, not a policy.

2 facilitator slides · 60–90 min total · 5–15 min discussion per slide

SLIDE 6.1

Warranty explained like a human

LEARNING OBJECTIVE	Explain the 2-year warranty and one-time exception clearly and confidently.
KEY MESSAGE	Warranty is a promise, not a policy. Speak it that way.
TRAINER TALKING POINTS	<ul style="list-style-type: none">• Standard warranty = 2 years from purchase.• One-time exception replacement may be possible for eligible cases.• Always state what consumer gets, not what they don't get.
WHY THIS MATTERS	Warranty confusion is the #1 driver of escalation requests.
REAL IQOS EXAMPLE	"Your device is covered under our 2-year promise — I can arrange a replacement for you today."
DISCUSSION QUESTIONS	<ul style="list-style-type: none">• How do you currently introduce warranty?• When does warranty language feel defensive?
REFLECTION QUESTIONS	Do I sound like a policy reader or a problem solver?
GROUP ACTIVITY	Rewrite the standard warranty explanation in 2 short sentences.
ROLE PLAY	Consumer thinks warranty has expired; agent confirms eligibility and reframes.
COMMON MISTAKES	<ul style="list-style-type: none">• Leading with conditions and exclusions.• Using legal phrasing.
COACHING OBSERVATIONS	Flag any call where warranty intro is >25 words.
MANAGER FOLLOW-UP	Approve a single team-wide warranty phrasing.
KNOWLEDGE CHECK	Explain the IQOS warranty in 2 sentences.
VISUAL RECOMMENDATION	2-year shield icon + one-time exception badge.
VIDEO RECOMMENDATION	Side-by-side: legalese vs human warranty explanation.
TRAINER NOTES	Practice the phrasing out loud — written is not enough.
TAKEAWAY MESSAGE	Lead with the promise, not the small print.

SLIDE 6.2

Handling a 'no' on warranty

LEARNING OBJECTIVE	Decline warranty with empathy and offer the best available path.
KEY MESSAGE	A clear 'no' with a next step is better than a soft maybe.

TRAINER TALKING POINTS	<ul style="list-style-type: none"> • Acknowledge first, decide second. • Offer the next-best option (retail, accessory, upgrade info). • Never blame the consumer.
WHY THIS MATTERS	How we say no determines whether they stay an IQOS user.
REAL IQOS EXAMPLE	“I understand this is disappointing. Your device falls outside the warranty window, but here's what I can do next...”
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • What do consumers do when they hear 'no'? • Which words make 'no' land worst?
REFLECTION QUESTIONS	Do I rush the no, or own it?
GROUP ACTIVITY	Build 3 escalation-safe 'no' scripts together.
ROLE PLAY	Consumer demands replacement after 3 years; agent declines with dignity.
COMMON MISTAKES	<ul style="list-style-type: none"> • Hiding behind 'the system'. • Apologizing 5 times in a row.
COACHING OBSERVATIONS	Note whether agent offers an alternative path after the no.
MANAGER FOLLOW-UP	Track CSAT specifically on 'declined warranty' calls.
KNOWLEDGE CHECK	Write a 3-sentence respectful denial.
VISUAL RECOMMENDATION	Traffic light: acknowledge · decide · next step.
VIDEO RECOMMENDATION	Agent calmly declining warranty; consumer ends positively.
TRAINER NOTES	This is where good agents become great agents.
TAKEAWAY MESSAGE	Say no clearly, then open a door.

MODULE 7

Replacement Process Made Simple

Close the replacement loop in 30 seconds with zero ambiguity.

1 facilitator slides · 60–90 min total · 5–15 min discussion per slide

Replacement, made simple

LEARNING OBJECTIVE	Explain the replacement code + exchange process in under 30 seconds.
KEY MESSAGE	Code · location · device · done.
TRAINER TALKING POINTS	<ul style="list-style-type: none"> • Code arrives by email — confirm address before sending. • Consumer brings: code + broken device. • Exchange happens at IQOS store, retail partner, or authorized location.
WHY THIS MATTERS	Clear close = no repeat calls.
REAL IQOS EXAMPLE	“You'll get an email with your replacement code in the next few minutes. Bring it with your device to any IQOS store or partner — they'll swap it on the spot.”
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • What part of the process do consumers ask about most? • Where do consumers get confused?
REFLECTION QUESTIONS	Do I explain or do I list?
GROUP ACTIVITY	Write the replacement close in exactly 4 sentences.
ROLE PLAY	Consumer asks: 'What if the store doesn't have stock?' — practice calm response.
COMMON MISTAKES	<ul style="list-style-type: none"> • Forgetting to confirm the email address. • Not naming the documents/devices needed.
COACHING OBSERVATIONS	Score clarity of the close on a 1–5 scale.
MANAGER FOLLOW-UP	Standardize the replacement close template.
KNOWLEDGE CHECK	List the 3 things a consumer must bring or do.
VISUAL RECOMMENDATION	3-step icon flow: email · visit · exchange.
VIDEO RECOMMENDATION	Animation of the exchange in-store.
TRAINER NOTES	This close is high-impact — drill it.
TAKEAWAY MESSAGE	Code in inbox. Device in hand. Done.

MODULE 8

Consumer vs Retailer vs PMI Representative Calls

Adapt the formula for different caller profiles without losing structure.

1 facilitator slides · 60–90 min total · 5–15 min discussion per slide

Consumer vs Retailer vs PMI representative

LEARNING OBJECTIVE	Adapt the call flow when the caller is a retailer or PMI Consumer Expert.
KEY MESSAGE	Same formula, different tempo.
TRAINER TALKING POINTS	<ul style="list-style-type: none"> • Verification still required. • Troubleshooting may already be done — confirm, don't repeat. • Tone is professional-peer, not consumer-warm.
WHY THIS MATTERS	Retailer/PMI calls done right are 2–3 minutes shorter and free up capacity.
REAL IQOS EXAMPLE	Retailer: 'I'm with the consumer, device confirmed dead, need replacement code.' → verify quickly, skip diagnosis, issue code.
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • How do you currently tell who's calling? • Where do we waste time on these calls?
REFLECTION QUESTIONS	Do I treat retailer calls like consumer calls?
GROUP ACTIVITY	Build a side-by-side flow chart: consumer vs retailer/PMI.
ROLE PLAY	PMI rep calls with consumer present; complete the call in under 4 minutes.
COMMON MISTAKES	<ul style="list-style-type: none"> • Re-running full diagnostic on retailer calls. • Skipping verification because 'they're a pro'.
COACHING OBSERVATIONS	Tag retailer/PMI calls in QA; benchmark their AHT.
MANAGER FOLLOW-UP	Define handling time targets per caller type.
KNOWLEDGE CHECK	List 2 things you change for a retailer call.
VISUAL RECOMMENDATION	Two parallel lanes: consumer vs retailer.
VIDEO RECOMMENDATION	Real PMI rep walking through an in-store assisted call.
TRAINER NOTES	Invite a PMI Consumer Expert to the session if possible.
TAKEAWAY MESSAGE	Same formula, different tempo.

MODULE 9

Speed vs Service Excellence

Resolve the AHT vs CSAT myth — make precision the default.

1 facilitator slides · 60–90 min total · 5–15 min discussion per slide

Speed vs service: the false trade-off

LEARNING OBJECTIVE	Reframe AHT and CSAT as partners, not opposites.
KEY MESSAGE	Clear is fast. Fast is kind.
TRAINER TALKING POINTS	<ul style="list-style-type: none"> • Slow calls aren't friendly — they're foggy. • Fast calls aren't rude — they're confident. • The skill is precision, not pace.
WHY THIS MATTERS	Best agents win on both AHT and CSAT.
REAL IQOS EXAMPLE	Top performer: 4:30 AHT, 4.9 CSAT. They don't rush — they don't repeat.
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • What makes a call feel slow? • What makes a call feel rushed?
REFLECTION QUESTIONS	Where in the call am I 'padding'?
GROUP ACTIVITY	Listen to one fast-and-loved call. Identify what's missing (not what's there).
ROLE PLAY	Run the same call twice: once at 7 minutes, once at 4. Compare consumer experience.
COMMON MISTAKES	<ul style="list-style-type: none"> • Confusing warmth with length. • Confusing brevity with coldness.
COACHING OBSERVATIONS	Compare AHT vs CSAT scatter per agent.
MANAGER FOLLOW-UP	Celebrate agents who improve both metrics together.
KNOWLEDGE CHECK	Name 2 things you can remove from your average call.
VISUAL RECOMMENDATION	Scatter plot: speed vs satisfaction with the 'sweet spot' marked.
VIDEO RECOMMENDATION	Same call in 7 vs 4 minutes — split-screen.
TRAINER NOTES	Bust the myth early; otherwise it sabotages adoption.
TAKEAWAY MESSAGE	Clear is fast. Fast is kind.

MODULE 10

How Great Calls Drive Survey Results

Connect everyday call behaviors to survey-score-moving moments.

1 facilitator slides · 60–90 min total · 5–15 min discussion per slide

How great calls drive survey results

LEARNING OBJECTIVE	Connect daily call behaviors to survey scores.
KEY MESSAGE	Consumers rate clarity, calm, and closure — not effort.
TRAINER TALKING POINTS	<ul style="list-style-type: none"> • Surveys reward perceived ease, not actual difficulty. • The CONFIRM step is the single biggest predictor of a high score. • How we invite the survey matters as much as the call itself.
WHY THIS MATTERS	Survey scores fund the program — and reflect real consumer trust.
REAL IQOS EXAMPLE	“Before we wrap up — there's a short survey to share how this went. Your feedback shapes what we do next.”
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • Why do consumers skip the survey? • When does the invite feel transactional?
REFLECTION QUESTIONS	Do I invite the survey with intent or with apology?
GROUP ACTIVITY	Build 3 survey invitations: warm, brief, confident.
ROLE PLAY	Close a call and invite the survey in 2 sentences.
COMMON MISTAKES	<ul style="list-style-type: none"> • “If you have a minute...” (signals optional). • Mumbling the invite at the end.
COACHING OBSERVATIONS	Track 'survey invite quality' as a binary 0/1 in QA.
MANAGER FOLLOW-UP	Share weekly survey verbatims with the team — anonymized.
KNOWLEDGE CHECK	Recite a 2-sentence survey invite.
VISUAL RECOMMENDATION	Bar chart of survey themes (clarity, calm, closure).
VIDEO RECOMMENDATION	Consumer voicemail: 'Why I gave that score.'
TRAINER NOTES	Surveys are not a bolt-on — they are the closing scene of the call.
TAKEAWAY MESSAGE	End with intent. Invite with belief.

MODULE 11

The IQOS Service Formula

Embed HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY into daily operations.

1 facilitator slides · 60–90 min total · 5–15 min discussion per slide

The IQOS Service Formula — applied everywhere

LEARNING OBJECTIVE	Anchor the HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY formula as the daily operating system.
KEY MESSAGE	Six words. Every call. Every day.
TRAINER TALKING POINTS	<ul style="list-style-type: none"> • The formula is the team's shared brain. • It works for consumer, retailer, and PMI calls. • It works for happy, confused, and frustrated callers.
WHY THIS MATTERS	A shared formula is what turns a contact center into an academy.
REAL IQOS EXAMPLE	Coach feedback: 'Strong HEAR, weak CONFIRM' — instantly actionable.
DISCUSSION QUESTIONS	<ul style="list-style-type: none"> • Where will this formula live on our floor? • How will we coach to it without it becoming bureaucratic?
REFLECTION QUESTIONS	Which letter of the formula will I personally own this month?
GROUP ACTIVITY	Each agent writes their personal formula commitment on a card.
ROLE PLAY	Coach calls out a letter mid-roleplay; agent demonstrates that step on demand.
COMMON MISTAKES	<ul style="list-style-type: none"> • Treating it as a script. • Skipping CONFIRM under time pressure.
COACHING OBSERVATIONS	Use 6-letter shorthand in every QA review.
MANAGER FOLLOW-UP	Print HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY in every team huddle slide.
KNOWLEDGE CHECK	Recite the formula and define each step in one sentence.
VISUAL RECOMMENDATION	Hero poster: 6 letters, 6 colors, 6 verbs.
VIDEO RECOMMENDATION	Composite reel: 6 short clips, one per letter.
TRAINER NOTES	Close the academy with everyone reciting the formula aloud.
TAKEAWAY MESSAGE	HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY — this is how IQOS Care works.

This is how IQOS Care works.

HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY