

IQOS · INBOUND

Service Excellence Academy

Audit, Redesign & Trainer Guide

A complete reposition of the existing Inbound Soft Skills deck into an operational performance program — anchored by one shared formula:

HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY

Executive critique

The existing Inbound Soft Skills deck is well-paced and visually clean, but operationally abstract. It teaches the vocabulary of empathy, listening, tone, ownership, questioning, de-escalation and resolution — without binding any of them to the actual IQOS inbound process the agent runs every day.

The result: agents leave with concepts but no operating system. They cannot recite the IQOS call flow, cannot describe what verification feels like for a frustrated consumer, cannot frame a warranty denial without sounding defensive, and treat the survey invitation as an afterthought rather than the closing scene of the call.

This document redesigns the deck end-to-end. Every soft skill is rebound to a specific moment in the IQOS journey. A 6-letter formula — HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY — becomes the shared spine for training, coaching, and QA. The deck is restructured into three parts (Journey · Skills · Application), and every slide is upgraded with operational headlines, real IQOS examples, trainer guidance and a knowledge check.

What follows: an audit verdict per existing slide, the new architecture, slide-by-slide upgrades, the operational framework, new slides for current gaps, business-relevance map, trainer guidance template, and engagement rules.

Task 1 — Slide-by-slide audit

KEEP · MODIFY · MERGE · REMOVE · EXPAND verdict per existing slide.

MODIFY

01 - Cover — Soft Skills voor Inbound

WHAT TO DO

Reposition as IQOS Inbound Service Excellence Academy. Replace 'soft skills' framing with operational performance language.

WHY

Current cover signals a generic course. The reframe sets expectations that this is an operational program tied to CSAT, FCR and repeat contacts.

MODIFY

02 - Objectives

WHAT TO DO

Rewrite objectives as measurable outcomes: shorter calls, clearer explanations, fewer escalations, higher survey scores.

WHY

Vague objectives = vague training. Tie every objective to a contact center KPI.

EXPAND

03 - Why this matters

WHAT TO DO

Add the real IQOS context: consumers call because a daily ritual is broken. Add data points (CSAT trend, escalation cost, repeat contact rate).

WHY

Connects soft-skill effort to business outcomes from slide 3 onwards.

KEEP

04 - Emotion at the start

WHAT TO DO

Strong slide. Add an IQOS-specific layer: name the 3 most common emotional openings on real IQOS calls.

WHY

Already engaging; the IQOS layer turns it from theory into pattern recognition.

MODIFY

05 - Active listening

WHAT TO DO

Reframe through the lens of diagnosis: listening is how you shorten troubleshooting, not just how you 'show empathy'.

WHY

Agents undervalue listening when it sounds like soft theory. Operational framing lands.

KEEP

06 - Empathy compare (bad vs good)

WHAT TO DO

Excellent format. Replace generic examples with real IQOS device-failure language.

WHY

Compare slides are the highest-retention format in the deck — keep and IQOS-ify.

MODIFY

07 - Tone

WHAT TO DO

Tie tone to consumer archetypes (rushed, confused, frustrated, retailer-assisted). Tone is a mirroring skill, not a pleasantness skill.

WHY

Tone as 'be nice' is forgettable. Tone as 'mirror the caller' is coachable.

EXPAND

08 - Ownership

WHAT TO DO

Add the warranty/replacement context: ownership is how we deliver bad news without escalation.

WHY Ownership only becomes real when there's a hard moment to own — warranty denial is that moment.

MODIFY **09 - Questioning**

WHAT TO DO Replace generic open/closed framing with the IQOS 3-question diagnostic kit per archetype.

WHY Questioning becomes operationally useful only when bound to a diagnostic flow.

EXPAND **10 - Difficult conversations**

WHAT TO DO Expand to cover: warranty denial, out-of-stock at retailer, repeat caller, exception requests.

WHY These are the real difficult conversations in IQOS care — name them specifically.

KEEP **11 - Example quote**

WHAT TO DO Anchors the human story. Swap the quote for a real (anonymized) IQOS consumer line.

WHY Authenticity > inspiration. A real IQOS voice carries more weight than a generic quote.

KEEP **12 - Discussion 1**

WHAT TO DO Good pacing slide. Re-aim the question at survey impact or escalation triggers.

WHY Keeps energy up while shifting the focus to operational KPIs.

EXPAND **13 - Roleplay**

WHAT TO DO Expand from one role-play to a 4-archetype role-play bank: rushed consumer, warranty denial, retailer call, PMI rep call.

WHY Practice variety = transfer to the job. One role-play covers one situation.

KEEP **14 - Choose (best response)**

WHAT TO DO Best retrieval format in the deck. Replace prompts with IQOS-specific decision points.

WHY Decision practice is what changes call behavior on Monday.

MODIFY **15 - Quiz / flash**

WHAT TO DO Convert into a HEAR·VERIFY·DIAGNOSE·RESOLVE·CONFIRM·SURVEY retrieval quiz.

WHY Quizzes anchor the new operational framework into memory.

MODIFY **16 - Resolution**

WHAT TO DO Reframe as 'RESOLVE + CONFIRM' — resolution isn't complete until the consumer can repeat the next step in their own words.

WHY Resolution without confirmation is the #1 driver of repeat contacts.

KEEP **17 - Reflection**

WHAT TO DO	Powerful pause moment. Add a prompt about the agent's own weakest letter in the formula.
WHY	Personal ownership of one letter beats generic self-reflection.

MERGE 18 - Exercise

WHAT TO DO	Merge with Roleplay (slide 13) into a single Applied Practice block at the end of Part 2.
WHY	Two practice slides separated by passive content dilute both. Consolidate for impact.

MODIFY 19 - Takeaways

WHAT TO DO	Rewrite around the 6-letter formula. Each takeaway = one letter.
WHY	Gives the close a memorable structure agents can recite the next day.

KEEP 20 - Closing

WHAT TO DO	Strong closer. Add a commitment-card moment: 'My letter this month is ____.'
WHY	Behavior change requires a personal commitment, not just a thank-you slide.

Task 2 — New deck architecture

PART 1 — IQOS Consumer Journey

- 1.1 Why consumers call IQOS
- 1.2 The consumer emotional journey
- 1.3 The complete IQOS call flow
- 1.4 Verification without frustration
- 1.5 Troubleshooting with confidence
- 1.6 Warranty conversations
- 1.7 The replacement journey
- 1.8 Retailer & PMI representative calls
- 1.9 Survey impact

PART 2 — Service Excellence Skills

- 2.1 Active listening as a diagnostic skill
- 2.2 Empathy that moves the call forward
- 2.3 Tone as mirroring, not pleasantness
- 2.4 Ownership in hard moments
- 2.5 Questioning — the 3-question kit
- 2.6 BNAP (Be Nice And Professional, applied)
- 2.7 Resolution & confirmation framework
- 2.8 Follow-up and closure

PART 3 — Application

- 3.1 Scenarios — 4 IQOS archetypes
- 3.2 Role plays — consumer · retailer · PMI rep
- 3.3 Case studies — anonymized real calls
- 3.4 Knowledge checks on the 6-letter formula
- 3.5 Commitment cards — 'My letter this month'

Task 4 — The IQOS Service Formula

HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY — the operational spine of the academy.

HEAR

AGENT BEHAVIOR	Acknowledge the situation and emotion within 20 seconds.
CONSUMER EXPECTATION	To feel heard before being asked questions.
COMMON MISTAKES	<ul style="list-style-type: none">• Jumping into verification first.• Over-apologizing.• Cheerful tone with angry caller.
BEST PRACTICES	<ul style="list-style-type: none">• 4-second acknowledgement.• Name the emotion or the situation.• Then move.
SOFT SKILLS REQUIRED	Active listening, Empathy, Tone
COACHING INDICATOR	Does the agent name the situation in the first 20 seconds?

VERIFY

AGENT BEHAVIOR	Collect email, postcode, house number, DOB — in one breath.
CONSUMER EXPECTATION	Quick, warm, non-interrogative.
COMMON MISTAKES	<ul style="list-style-type: none">• Asking each field separately.• Apologizing for asking.• Reciting policy.
BEST PRACTICES	<ul style="list-style-type: none">• One-sentence opener with the 'why'.• Read back once.• ≤45 seconds total.
SOFT SKILLS REQUIRED	Tone, Ownership
COACHING INDICATOR	Time the verification segment; flag >60 seconds.

DIAGNOSE

AGENT BEHAVIOR	Three sharp questions, not thirteen vague ones.
CONSUMER EXPECTATION	Feel that the agent knows what they're doing.
COMMON MISTAKES	<ul style="list-style-type: none">• Yes/no when open is needed.• Skipping to a fix before the symptom is clear.
BEST PRACTICES	<ul style="list-style-type: none">• Symptom → trigger → variable.• One step, one wait, one confirm.• Use the consumer's language.

SOFT SKILLS REQUIRED	Questioning, Active listening
COACHING INDICATOR	Count diagnostic questions; aim for ≤ 5 .

RESOLVE

AGENT BEHAVIOR	Fix the issue, or move cleanly to warranty and replacement.
CONSUMER EXPECTATION	Clear path forward, no fog.
COMMON MISTAKES	<ul style="list-style-type: none"> • Stacking instructions. • Hiding behind 'the system'. • Vague warranty language.
BEST PRACTICES	<ul style="list-style-type: none"> • Lead with the promise. • Offer the next door if denying. • Confirm eligibility before stating the outcome.
SOFT SKILLS REQUIRED	Ownership, Empathy, Resolution
COACHING INDICATOR	Listen for the resolution sentence: is it confident and concrete?

CONFIRM

AGENT BEHAVIOR	Recap the next step in plain language; invite a confirmation phrase.
CONSUMER EXPECTATION	Hang up knowing what to do.
COMMON MISTAKES	<ul style="list-style-type: none"> • Asking 'is that clear?'. • Forgetting to name what to bring.
BEST PRACTICES	<ul style="list-style-type: none"> • Open recall, not yes/no. • Recap in ≤ 3 sentences. • Name code + device + location.
SOFT SKILLS REQUIRED	Active listening, Resolution
COACHING INDICATOR	Does the agent invite the consumer to repeat the next step?

SURVEY

AGENT BEHAVIOR	Invite the survey with belief, not apology.
CONSUMER EXPECTATION	Feel that their feedback matters.
COMMON MISTAKES	<ul style="list-style-type: none"> • "If you have a minute...". • Mumbling the invite. • Skipping the invite when tired.

BEST PRACTICES	<ul style="list-style-type: none">• 2-sentence warm invite.• Tie it to 'shapes what we do next'.• Smile audibly.
SOFT SKILLS REQUIRED	Tone, Ownership
COACHING INDICATOR	Score the invite as a binary 0/1 in QA.

Task 3 — Slide-by-slide upgrade

Ten-field upgrade for every existing slide in the deck.

Slide 01 - Cover

CURRENT PURPOSE	Sets a generic 'soft skills' tone.
NEW PURPOSE	Position the program as an operational performance academy.
NEW HEADLINE	IQOS Inbound Service Excellence
IMPROVED COPY	Two days. One formula. Every call sharper, clearer, kinder.
REAL IQOS EXAMPLE	Open with one anonymized 30-second voicemail from a real IQOS consumer.
DISCUSSION QUESTION	What do consumers actually expect when they call IQOS?
TRAINER TALKING POINT	Frame the academy as a business program, not a personal-growth course.
COACHING OBSERVATION	Note which agents lean in vs lean back at the framing.
KNOWLEDGE CHECK	What 3 metrics will this program move?
WHY IT MATTERS OPERATIONALLY	Sets the contract: this is about CSAT, FCR, repeat contacts, and trust.

Slide 02 - Objectives

CURRENT PURPOSE	Lists generic skill labels.
NEW PURPOSE	State measurable outcomes tied to IQOS KPIs.
NEW HEADLINE	What changes on Monday
IMPROVED COPY	Shorter calls. Clearer explanations. Fewer escalations. Higher survey scores.
REAL IQOS EXAMPLE	Show last quarter's CSAT vs AHT scatter for the team.
DISCUSSION QUESTION	Which of these outcomes are hardest to move — and why?
TRAINER TALKING POINT	Anchor every later module back to one of these 4 outcomes.
COACHING OBSERVATION	Observe whether agents recognize themselves in the data.
KNOWLEDGE CHECK	Name the 4 measurable outcomes of this academy.
WHY IT MATTERS OPERATIONALLY	Outcome-led objectives drive selective attention.

Slide 03 - Why this matters

CURRENT PURPOSE	Soft-skill rationale.
NEW PURPOSE	Show the cost of fog in an IQOS call.

NEW HEADLINE	Fog costs money. Clarity saves it.
IMPROVED COPY	Every unclear minute = an escalation risk, a repeat call, a lost survey.
REAL IQOS EXAMPLE	Replay 30 seconds of a foggy call. Ask: where did the cost begin?
DISCUSSION QUESTION	Where does fog most often start in our calls?
TRAINER TALKING POINT	Use real call snippets — not slides — to anchor the cost of unclear language.
COACHING OBSERVATION	Watch for agents minimizing the cost ('it's only 1 minute').
KNOWLEDGE CHECK	Give 2 examples of fog in an IQOS call.
WHY IT MATTERS OPERATIONALLY	Connects every coming concept to repeat-contact and escalation cost.

Slide 04 - Emotion at the start

CURRENT PURPOSE	Introduces emotional awareness.
NEW PURPOSE	Teach 15-second emotion reading on IQOS calls.
NEW HEADLINE	Read the caller in 15 seconds
IMPROVED COPY	Pace = pressure. Volume = frustration. Silence = doubt.
REAL IQOS EXAMPLE	"I've cleaned it twice and it still won't heat." — what emotion drives this opener?
DISCUSSION QUESTION	Which emotion do you hear most on IQOS calls?
TRAINER TALKING POINT	Insist that emotion comes before content — always.
COACHING OBSERVATION	Note how quickly the agent names the emotion silently.
KNOWLEDGE CHECK	Give 3 vocal cues and what they signal.
WHY IT MATTERS OPERATIONALLY	Mirroring emotion in the first 15 seconds is the largest CSAT lever.

Slide 05 - Active listening

CURRENT PURPOSE	Generic listening framework.
NEW PURPOSE	Reframe listening as a diagnostic accelerator.
NEW HEADLINE	Listening shortens calls
IMPROVED COPY	Every confirmed detail = one question you don't have to ask twice.
REAL IQOS EXAMPLE	Consumer says 'red light blinks 3 times' — listening once saves a 90-second diagnostic loop.
DISCUSSION QUESTION	Which detail do consumers volunteer that we routinely miss?
TRAINER TALKING POINT	Listening is operational, not emotional. It saves time.

COACHING OBSERVATION	Count how many times the agent re-asks already-given info.
KNOWLEDGE CHECK	What is the 'one-detail rule'?
WHY IT MATTERS OPERATIONALLY	Better listening = lower AHT and higher FCR simultaneously.

Slide 06 · Empathy compare

CURRENT PURPOSE	Bad-vs-good empathy example.
NEW PURPOSE	Show how empathy moves the call forward, not sideways.
NEW HEADLINE	Empathy that resolves
IMPROVED COPY	Acknowledge once, sharply. Then move.
REAL IQOS EXAMPLE	Bad: 'I'm so sorry, I totally understand, that must be awful...' (30s). Good: 'That's frustrating — let's fix it now.' (4s).
DISCUSSION QUESTION	When does empathy turn into delay?
TRAINER TALKING POINT	Train the 4-second acknowledgement, not the 30-second apology.
COACHING OBSERVATION	Time the empathy phrase length per call.
KNOWLEDGE CHECK	Rewrite an over-empathetic line in 8 words or less.
WHY IT MATTERS OPERATIONALLY	Forward-moving empathy reduces AHT without hurting CSAT.

Slide 07 · Tone

CURRENT PURPOSE	Tone = friendliness.
NEW PURPOSE	Tone = mirroring the caller's register.
NEW HEADLINE	Mirror first, fix second
IMPROVED COPY	Match pace and energy before content. Lead them back to calm later.
REAL IQOS EXAMPLE	Rushed retailer: short, professional. Confused consumer: slow, warm. Frustrated repeat caller: low, steady.
DISCUSSION QUESTION	Whose tone is hardest for you to mirror?
TRAINER TALKING POINT	Tone is adaptive, not constant.
COACHING OBSERVATION	Compare agent WPM to consumer WPM in 3 calls.
KNOWLEDGE CHECK	Give the right tone for 3 caller archetypes.
WHY IT MATTERS OPERATIONALLY	Mirroring drives trust signals that lift CSAT.

Slide 08 · Ownership

CURRENT PURPOSE	Generic 'take ownership' message.
NEW PURPOSE	Ownership during warranty denials and exceptions.
NEW HEADLINE	Own the hard moments
IMPROVED COPY	Don't hide behind the system. Say what you can do, then do it.
REAL IQOS EXAMPLE	"Your device is outside the 2-year window. Here's what I can still arrange today..."
DISCUSSION QUESTION	What's the riskiest moment to lose ownership in an IQOS call?
TRAINER TALKING POINT	Ownership is most visible at the moment of bad news.
COACHING OBSERVATION	Listen for 'the system says...' as a red flag.
KNOWLEDGE CHECK	Write a 3-sentence respectful denial.
WHY IT MATTERS OPERATIONALLY	Owned denials reduce escalation requests dramatically.

Slide 09 - Questioning

CURRENT PURPOSE	Open vs closed questions.
NEW PURPOSE	The IQOS 3-question diagnostic kit per archetype.
NEW HEADLINE	Three questions, not thirteen
IMPROVED COPY	Symptom → trigger → variable. That's the kit.
REAL IQOS EXAMPLE	Heating fault: 'Does the light come on?' → 'When did it stop?' → 'Charging or unplugged?'
DISCUSSION QUESTION	Which question is your most overused?
TRAINER TALKING POINT	Limit diagnostic questions to 3 unless the answer demands more.
COACHING OBSERVATION	Count diagnostic questions per call; flag >5.
KNOWLEDGE CHECK	Build a 3-question kit for a charging issue.
WHY IT MATTERS OPERATIONALLY	Compact diagnosis = lower AHT + higher FCR.

Slide 10 - Difficult conversations

CURRENT PURPOSE	Generic de-escalation tips.
NEW PURPOSE	Handle IQOS-specific hard moments: warranty denial, exception requests, out-of-stock, repeat callers.
NEW HEADLINE	The four hard moments
IMPROVED COPY	Name the moment. Own the decision. Offer the next door.

REAL IQOS EXAMPLE	Repeat caller, 3rd contact in a week — start with: 'I see this is your third call — let's not repeat the loop.'
DISCUSSION QUESTION	Which of the 4 hard moments do you dread most?
TRAINER TALKING POINT	Hard moments aren't 'difficult callers' — they're predictable situations.
COACHING OBSERVATION	Track which hard moment most often triggers an escalation request.
KNOWLEDGE CHECK	List the 4 IQOS hard moments.
WHY IT MATTERS OPERATIONALLY	Mishandled hard moments are the #1 escalation driver.

Slide 11 · Example quote

CURRENT PURPOSE	Inspirational generic quote.
NEW PURPOSE	Anchor with a real IQOS consumer voice.
NEW HEADLINE	In their own words
IMPROVED COPY	"I just want it to work like it did yesterday."
REAL IQOS EXAMPLE	Play 3 anonymized consumer voicemails; pick the one the room remembers.
DISCUSSION QUESTION	What does this consumer actually want from us?
TRAINER TALKING POINT	Real voices outperform inspirational quotes 10 to 1.
COACHING OBSERVATION	Observe which voice creates silence in the room.
KNOWLEDGE CHECK	Summarize the consumer's real need in one sentence.
WHY IT MATTERS OPERATIONALLY	Reminds agents that the caller is a person, not a ticket.

Slide 12 · Discussion 1

CURRENT PURPOSE	Open discussion prompt.
NEW PURPOSE	Focused discussion on survey-moving moments.
NEW HEADLINE	What earns a 5?
IMPROVED COPY	List the 3 moments in a call that most influence the survey score.
REAL IQOS EXAMPLE	After-call survey verbatims: 'She explained the next step so clearly I didn't need to call back.'
DISCUSSION QUESTION	Which moment in our calls does the most damage to survey scores?
TRAINER TALKING POINT	Turn discussion into a working list, pinned to the wall after the session.
COACHING OBSERVATION	Note which agents have language for survey-moving behavior.

KNOWLEDGE CHECK	Name 3 survey-moving moments in an IQOS call.
WHY IT MATTERS OPERATIONALLY	Surveys reflect perceived ease, not effort. Coach the perception.

Slide 13 · Role-play

CURRENT PURPOSE	One role-play.
NEW PURPOSE	A 4-archetype role-play bank.
NEW HEADLINE	Practice the four calls
IMPROVED COPY	Rushed consumer · warranty denial · retailer-assisted · PMI rep call.
REAL IQOS EXAMPLE	PMI rep with consumer present — verify, skip diagnosis, issue code in <4 minutes.
DISCUSSION QUESTION	Which archetype exposes your weakest letter in the formula?
TRAINER TALKING POINT	Rotate observer/agent/consumer roles every 5 minutes.
COACHING OBSERVATION	Score each role-play against the 6-letter formula.
KNOWLEDGE CHECK	Which 2 letters of the formula are hardest under role-play conditions?
WHY IT MATTERS OPERATIONALLY	Practice variety drives transfer to the job.

Slide 14 · Choose (best response)

CURRENT PURPOSE	Multiple-choice question.
NEW PURPOSE	IQOS-specific decision points along the call.
NEW HEADLINE	Pick the next move
IMPROVED COPY	4 mini-scenarios, 4 options each, all from real calls.
REAL IQOS EXAMPLE	Caller: 'My device is 26 months old.' — pick the best opener of 4 options.
DISCUSSION QUESTION	Why is the 'best' option best — and what's the second-best?
TRAINER TALKING POINT	Always debrief the second-best option too; that's where most agents live.
COACHING OBSERVATION	Note agents who choose by gut vs by formula.
KNOWLEDGE CHECK	Why is option B better than option D?
WHY IT MATTERS OPERATIONALLY	Decision practice changes behavior faster than concept slides.

Slide 15 · Quiz / flash

CURRENT PURPOSE	Generic flash quiz.
NEW PURPOSE	Retrieval on the HEAR·VERIFY·DIAGNOSE·RESOLVE·CONFIRM·SURVEY formula.

NEW HEADLINE	Recall the formula
IMPROVED COPY	Six letters. Six verbs. Recite them in order without prompts.
REAL IQOS EXAMPLE	Quiz: 'Which letter is missing if a consumer hangs up unsure of next step?' → CONFIRM.
DISCUSSION QUESTION	Which letter is hardest to remember under pressure?
TRAINER TALKING POINT	Retrieval > re-reading. Quiz multiple times across the day.
COACHING OBSERVATION	Spot agents who confuse RESOLVE and CONFIRM.
KNOWLEDGE CHECK	Recite all 6 letters of the formula.
WHY IT MATTERS OPERATIONALLY	Retrieval practice triples retention 30 days post-training.

Slide 16 - Resolution

CURRENT PURPOSE	Resolution = problem fixed.
NEW PURPOSE	Resolution = consumer can repeat the next step in their own words.
NEW HEADLINE	Resolution is confirmed clarity
IMPROVED COPY	Recap → invite a confirmation phrase → close.
REAL IQOS EXAMPLE	'Just so we're aligned — what will you do next?' Consumer: 'Go to the store with code and device.' ✓
DISCUSSION QUESTION	Why isn't 'is that clear?' enough?
TRAINER TALKING POINT	Open recall beats yes/no confirmation every time.
COACHING OBSERVATION	Track whether agent invites a confirmation phrase.
KNOWLEDGE CHECK	Give 2 confirmation phrases that aren't yes/no.
WHY IT MATTERS OPERATIONALLY	Confirmed resolution is the #1 predictor of no repeat contact.

Slide 17 - Reflection

CURRENT PURPOSE	Open reflection.
NEW PURPOSE	Personal ownership of one letter of the formula.
NEW HEADLINE	Pick your letter
IMPROVED COPY	Which of the 6 letters will you personally own this month?
REAL IQOS EXAMPLE	Agent says: 'My letter is CONFIRM — I rush my closes.'
DISCUSSION QUESTION	Why that letter, and not another?

TRAINER TALKING POINT	Refusing to choose is itself a data point; coach gently.
COACHING OBSERVATION	Note which letters are picked most frequently across the team.
KNOWLEDGE CHECK	Which letter did you pick and why?
WHY IT MATTERS OPERATIONALLY	Personal ownership beats team-wide initiatives.

Slide 18 · Exercise (merge)

CURRENT PURPOSE	Standalone exercise.
NEW PURPOSE	Merge into the Applied Practice block at end of Part 2.
NEW HEADLINE	Applied practice
IMPROVED COPY	Pair: one full call against the 6-letter formula, scored by an observer.
REAL IQOS EXAMPLE	Two agents, one observer, 6-minute call, 3-minute debrief.
DISCUSSION QUESTION	What did the observer see that the agent didn't?
TRAINER TALKING POINT	The observer role is where the most learning happens.
COACHING OBSERVATION	Score each call on a 6-checkbox card.
KNOWLEDGE CHECK	Which letter did you nail; which did you miss?
WHY IT MATTERS OPERATIONALLY	Observation is the cheapest form of coaching.

Slide 19 · Takeaways

CURRENT PURPOSE	Generic takeaways.
NEW PURPOSE	One takeaway per letter of the formula.
NEW HEADLINE	Six letters to take home
IMPROVED COPY	HEAR · VERIFY · DIAGNOSE · RESOLVE · CONFIRM · SURVEY — one sentence each.
REAL IQOS EXAMPLE	Print as a wallet card every agent gets at the close.
DISCUSSION QUESTION	Which letter feels most natural to you already?
TRAINER TALKING POINT	End with the formula spoken out loud, in unison.
COACHING OBSERVATION	Note who recites confidently vs who reads from the card.
KNOWLEDGE CHECK	Recite the formula and define each step in one sentence.
WHY IT MATTERS OPERATIONALLY	A shared formula turns a team into a culture.

Slide 20 - Closing

CURRENT PURPOSE	Thanks and goodbye.
NEW PURPOSE	Commitment card + survey moment.
NEW HEADLINE	Your letter, your month
IMPROVED COPY	Write your chosen letter on the card. Sign it. Coach reads them back next week.
REAL IQOS EXAMPLE	'My letter is VERIFY — I'll cut my verification segment to 45 seconds.'
DISCUSSION QUESTION	What support do you need from your coach to make that happen?
TRAINER TALKING POINT	Close with action, not applause.
COACHING OBSERVATION	Track which letters get picked across cohorts.
KNOWLEDGE CHECK	What is your commitment for the next 30 days?
WHY IT MATTERS OPERATIONALLY	Commitments make training stick beyond the classroom.

Task 5 — New slides for current gaps

Drop-in slides addressing verification, warranty, replacement, expectations, retailer/PMI, and survey.

Verification opener in one breath

PURPOSE	Eliminate friction in the first 45 seconds.
COPY	Frame the why. Batch the four fields. Read back once. Move.
IQOS EXAMPLE	“To find your account fastest, can I grab your email, postcode and house number, plus your date of birth?”

Verification pushback library

PURPOSE	Calm short responses to 'why do you need that?'.
COPY	Acknowledge, give the one-line why, move on.
IQOS EXAMPLE	“To match the warranty on your account — 5 seconds and we're solving this.”

Warranty explained like a human

PURPOSE	Replace policy language with promise language.
COPY	Lead with the promise (2-year cover). State eligibility. Offer the action.
IQOS EXAMPLE	“Your device is covered — I can arrange a replacement for you today.”

Warranty denial done with dignity

PURPOSE	Decline with empathy, offer the next door.
COPY	Acknowledge → decide → next step. Never hide behind 'the system'.
IQOS EXAMPLE	“I understand this is disappointing. Your device is outside the window, but here's what I can still arrange...”

Replacement close in 30 seconds

PURPOSE	Make the next step impossible to misunderstand.
COPY	Code arrives by email. Bring code + broken device to IQOS store or partner. Done.
IQOS EXAMPLE	“You'll get your code by email in a few minutes. Take it with your device to any IQOS store — they'll swap it on the spot.”

Managing expectations on stock & timing

PURPOSE	Pre-empt the 'what if they don't have stock' question.
COPY	Name the variable before they do; offer the fallback.
IQOS EXAMPLE	“Most partners have stock; if yours doesn't, any IQOS store will. Either way — same code, same swap.”

Retailer-assisted calls

PURPOSE	Adapt tempo and skip what's already done.
COPY	Verify quickly. Confirm troubleshooting done. Go to code.
IQOS EXAMPLE	Retailer: 'Consumer here, device confirmed dead, need replacement.' → verify → issue code → wrap.

PMI Consumer Expert calls

PURPOSE	Professional-peer register; minimum friction.
COPY	Acknowledge the rep, verify the consumer, skip what's confirmed.
IQOS EXAMPLE	"Thanks for the prep work — let me verify the consumer and we'll go straight to the code."

Survey invitation that lands

PURPOSE	Move surveys from afterthought to closing scene.
COPY	Two sentences, warm, confident, intentional.
IQOS EXAMPLE	"Before we wrap up — there's a short survey to share how this went. Your feedback shapes what we do next."

Task 6 — Business relevance map

Every concept is bound to at least one operational KPI.

Concept	KPI impact
Active listening	↓ AHT · ↑ FCR · ↓ repeat contacts
Empathy (forward-moving)	↑ CSAT · ↓ escalations
Tone mirroring	↑ CSAT · ↑ trust signals
Ownership in hard moments	↓ escalations · ↑ loyalty
3-question diagnosis	↓ AHT · ↑ FCR
RESOLVE + CONFIRM	↓ repeat contacts · ↑ CSAT
Survey invitation quality	↑ survey response rate · ↑ score
Retailer/PMI handling	↓ AHT · ↑ partner trust
Warranty denial language	↓ escalations · ↑ consumer confidence

Task 7 — Trainer guidance template

Apply this seven-part template to every slide in the redesigned deck.

WHAT I SAY	Open with the operational stake, not the concept name.
WHAT I ASK	A question the room can answer from their own week.
WHAT I LISTEN FOR	Hesitation, generalizations, blame language.
WHAT I DEBRIEF	One pattern from the discussion, one quote, one commitment.
COMMON AGENT OBJECTIONS	“We don't have time for this.” / “The system makes us...” / “Consumers are unreasonable.”
TRAINER STORY	One real call you took, or one you observed. 60 seconds max.
REFLECTION QUESTION	Which letter of the formula does this slide live in?

Task 8 — Engagement rules

- Maximum 3 passive (concept-only) slides in a row.
- At least one discussion or retrieval moment every 10 minutes.
- Real anonymized call snippets in 6+ slides across the deck.
- Decision/choose slides between every concept block.
- Reflection moments at the end of each Part.
- Spaced retrieval of the 6-letter formula 4x across the session.
- Commitment card as the final act, not the thank-you slide.

Final structure — IQOS Inbound Service Excellence Academy

Two days. Three parts. One formula. Every minute tied to an operational outcome.

DAY 1 — MORNING	PART 1 · IQOS Consumer Journey (9 slides). Why consumers call, emotional journey, the call flow, verification, troubleshooting, warranty, replacement, retailer/PMI, survey impact.
DAY 1 — AFTERNOON	PART 2 · Service Excellence Skills (8 slides). Each skill anchored to a letter of the HEAR·VERIFY·DIAGNOSE·RESOLVE·CONFIRM·SURVEY formula.
DAY 2 — MORNING	PART 3 · Application — scenarios, 4-archetype role-play bank, case studies.
DAY 2 — AFTERNOON	Knowledge checks, commitment cards, manager handover.
POST-TRAINING	Weekly retrieval quiz on the formula · QA scorecard rebuilt around the 6 letters · monthly 'My letter' coaching cycle.

This is how IQOS Inbound works.

**HEAR · VERIFY · DIAGNOSE · RESOLVE ·
CONFIRM · SURVEY**