CONCEPT

Complaint Handling and Service Recovery: Managing Customer Complaints

23 – 27 November 2026
Paris - Right Bank business hotel



Complaint Handling and Service Recovery: Managing Customer Complaints

Ref: 1097_5294 **Date:** 23 – 27 November 2026 **Location:** Paris - Right Bank business hotel **Fees:** 23500 SAR

Technical depth: Practitioner · **Practical mode:** Role-play

Introduction

Every organisation receives complaints, but many handle them inconsistently: customers repeat their story to several people, responses arrive late or read like templates, and the same failures return month after month. Poorly handled complaints cost more in lost customers and public criticism than the original fault. This Core Concept course equips frontline staff and team leaders to receive, resolve and respond to complaints using the ISO 10002 process and recognised service recovery models. Participants rehearse real complaint scenarios and leave with a Complaint Handling and Service Recovery Toolkit for their team.

Course Objectives

- Receive and log complaints accurately, distinguishing complaints from enquiries, feedback and disputes
- Apply the ISO 10002 complaint handling process from receipt through investigation to closure
- Choose a fair recovery response using justice theory and a recovery options matrix
- Write clear complaint responses and escalate cases correctly within agreed response times
- De-escalate angry or distressed customers and make adjustments for customers in vulnerable situations
- Assemble a Complaint Handling and Service Recovery Toolkit for use by the participant's team

Target Audience

- Customer service advisers who receive complaints by telephone, email, chat or in person
- Complaint handlers and case officers who investigate and respond to complaints
- Team leaders and supervisors who resolve escalated complaints
- Front-desk, branch and field staff responsible for face-to-face service
- Social media and digital channel staff who respond to public customer comments

Course Outline

Day 1: Complaints, Customers and the Cost of Failure

- Complaint Definitions: Complaint, Enquiry, Feedback and Dispute
- TARP Research on Customer Complaint Behaviour and Silent Defectors
- Service Recovery Paradox and Customer Loyalty Evidence
- ISO 10002 Guiding Principles: Visibility, Accessibility and Responsiveness
- Current Complaint Process Self-Assessment Checklist

Day 2: Complaint Handling Standards and Recovery Models

- ISO 10002 Complaint Handling Process from Receipt to Closure
- ISO 10001 Customer Satisfaction Codes of Conduct
- ISO 10003 External Dispute Resolution and Referral Routes
- Justice Theory in Recovery: Distributive, Procedural and Interactional Fairness
- LAST and HEARD Service Recovery Models

Day 3: Receiving, Resolving and Responding

- Complaint Intake Script and Active Listening Techniques
- Complaint Logging Form and Categorisation Codes
- Recovery Options Matrix: Apology, Correction, Compensation and Follow-Up
- Written Complaint Response Letter and Email Templates
- Escalation Matrix with Response Time Targets

Day 4: Difficult Complaints and Recurring Failures

- De-escalation Techniques for Angry and Distressed Customers
- Public Complaint Responses on Social Media and Review Sites Using ISO 20488
- Vulnerable Customer Identification and Adjustments Using ISO 22458
- Unreasonable Complainant Conduct Policy and Boundary Scripts
- Complaint Trend Analysis with Pareto Charts and the 5 Whys

Day 5: Role-Play Practice and the Recovery Toolkit

- Telephone Role-Play: Billing Error Complaint
- Face-to-Face Role-Play: Escalated Service Failure
- Written Response Role-Play: Drafting and Peer Review of a Complaint Reply
- Complaint Handling and Service Recovery Toolkit Assembly
- Team Briefing Pack for Introducing the Toolkit

Skills You Will Gain

- Complaint Intake
- Active Listening
- Customer De-escalation
- Service Recovery
- Complaint Response Writing
- Complaint Escalation
- Complaint Trend Analysis

Why Attend This Course

- Return to work with a Complaint Handling and Service Recovery Toolkit your team can use the next day
- Handle an angry customer with more confidence after rehearsing difficult conversations with feedback
- Resolve more complaints at first contact, so fewer reach managers or outside bodies
- Learn how service staff from other sectors and countries turn complaints into loyal customers

Conclusion

A complaint handled well can leave a customer more loyal than one who never had a problem, while one handled badly spreads far beyond the original fault. This course moves from understanding why complaints matter, through the ISO 10002 process and recognised recovery models, to the daily skills and difficult cases that test them. The final day puts that learning into rehearsed conversations and a Complaint Handling and Service Recovery Toolkit that participants take back to their team for immediate use.