

MARKETING & COMMUNICATION | COURSE BROCHURE

Customer Complaints and Service Recovery

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

A well-handled complaint can turn an unhappy customer into a loyal one. This course covers complaint management and service recovery: complaint handling skills, empathy and de-escalation, resolution options, complaint processes and systems, root cause analysis and using complaints to improve services.

Complaints are free consulting from customers. You will learn to resolve them well and prevent them from recurring.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Role plays with difficult customers, process design workshops, root cause exercises and case studies.

Course objectives

By the end of this course, participants will be able to:
• Handle complaints calmly and professionally
• Use empathy and de-escalation techniques
• Choose fair resolution and recovery options
• Design complaint management processes
• Analyse complaint data for root causes
• Use complaints to drive improvement

Target audience

This course is suitable for:
• Customer service staff and supervisors
• Complaint handlers
• Contact centre teams
• Service managers
• Quality managers



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Target competencies

Participants will develop competencies in:

- Complaint handling
- De-escalation
- Resolution
- Process design
- Root cause analysis

Course outline

Day 1: Complaints Matter

09:00–10:08	Value of complaints
10:08–11:00	Customer expectations
11:00–11:30	**Coffee break**
11:30–11:45	Customer expectations (continued)
11:45–12:53	Recovery paradox
12:53–14:00	Exercise

Day 2: Handling Skills

09:00–10:08	Listening and empathy
10:08–11:00	De-escalation
11:00–11:30	**Coffee break**
11:30–11:45	De-escalation (continued)
11:45–12:53	Difficult customers
12:53–14:00	Role plays

Day 3: Resolution

09:00–10:08	Recovery options
10:08–11:00	Fairness
11:00–11:30	**Coffee break**



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11:30–11:45	Fairness (continued)
11:45–12:53	Follow-up
12:53–14:00	Exercise

Day 4: Processes

09:00–10:08	Complaint process design
10:08–11:00	Systems
11:00–11:30	**Coffee break**
11:30–11:45	Systems (continued)
11:45–12:53	Response times
12:53–14:00	Workshop

Day 5: Improvement

09:00–10:08	Complaint data analysis
10:08–11:00	Root causes
11:00–11:30	**Coffee break**
11:30–11:45	Root causes (continued)
11:45–12:53	Reporting
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,450.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Cape Town Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,890.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Amsterdam Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,540.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Barcelona Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,840.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
London Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Rome Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,450.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
London Confirmed dates	29 Mar 2027	2 Apr 2027	**€2,450.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Dubai Confirmed dates	19 Apr 2027	23 Apr 2027	**€3,150.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	3 May 2027	7 May 2027	**€1,890.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	24 May 2027	28 May 2027	**€3,150.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Paris Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,860.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Vienna Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,940.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Istanbul Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,650.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Dubai Confirmed dates	9 Aug 2027	13 Aug 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,450.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Frankfurt Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Rome Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,450.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Barcelona Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,840.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,890.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Vienna Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,940.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online