
Customer Satisfaction and Complaint Handling Systems Training Course

7 – 11 March 2027
Kuala Lumpur





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Programme Summary

Customer satisfaction and complaint handling systems are the subject of this one-week training course for heads of customer service, quality and customer experience, concluding with a customer satisfaction and complaints system blueprint for one organisation. Customer satisfaction management often stops at collecting complaints and scores. The programme moves from the ISO standards, through intake, investigation and redress, to measurement and governance. Mars Training Centre UK delivers this programme on customer satisfaction and complaint handling systems.

The Business Case

Complaints are direct evidence of where an organisation fails its customers, yet they are often logged by one team, resolved by another and reported to no one. A defined system gives complaints an owner, a service standard and a route into improvement.

- Repeat Complaint Volume: Falls as root causes found in investigations are fixed at source.
- Complaint Resolution Time: Shortens as intake, triage and escalation rules replace informal handoffs.
- Customer Retention Signals: Improve as satisfaction measures are linked to service changes that customers notice.

Principles and Evidence Base

- ISO 10002:2018: Its guidelines for complaints handling in organisations, built on visibility, accessibility, responsiveness, objectivity, confidentiality, accountability and continual improvement, structure Sessions 2 and 3.
- ISO 10004:2018: Its guidelines for monitoring and measuring customer satisfaction shape the measures and survey design in Session 4.
- ISO 10001:2018: Its guidance on codes of conduct frames the customer promises examined in Session 1.
- ISO 10003:2018: Its guidelines for dispute resolution external to organisations inform the escalation routes designed in Session 5.

Intended Participants

- Leaders accountable for service quality and complaint handling.
- Quality managers who maintain customer-facing procedures.
- Customer experience executives who turn customer feedback into service change.
- Heads of contact centres and service desks who own response standards and escalations.
- Senior managers who sponsor satisfaction measurement and report results.



The programme suits banking, telecommunications, healthcare, utilities and public service organisations.

Learning Outcomes

1. Participants will be able to evaluate an existing complaints process against the principles of ISO 10002.
2. Participants will be able to construct a complaint handling procedure covering intake, acknowledgement, investigation and redress.
3. Participants will be able to diagnose repeat complaint causes from case records and classify them for corrective action.
4. Participants will be able to design customer satisfaction measures and surveys that follow ISO 10004 guidance.
5. Participants will be able to prioritise improvement actions using complaint and satisfaction evidence.
6. Participants will be able to justify escalation, reporting and governance arrangements to an executive committee.

Programme Structure

Day 1: Customer Satisfaction Standards and Customer Promises

What does the ISO 10000 family ask of an organisation, and where does the organisation stand?

- ISO 10000 Family Map of Four Standards
- Customer Promise Inventory and Code of Conduct Gaps
- Customer Satisfaction Management System Maturity Scorecard
- Complaint Journey Mapping Across Channels
- Stakeholder Roles and Accountabilities Matrix

Day 2: Complaint Intake, Triage and Acknowledgement

How is every complaint captured once, classified correctly and acknowledged on time?

- Complaint Definition and Channel Accessibility Review
- Intake Form and Case Record Design
- Severity and Urgency Triage Rules
- Acknowledgement Standards and Response Timelines
- Frontline Authority Limits for Immediate Resolution

Day 3: Investigation, Redress and Root Cause Analysis

How are complaints investigated objectively and turned into fair remedies and lasting fixes?



- Objective Investigation Protocol and Evidence Log
- Remedy Options and Redress Decision Guide
- Root Cause Classification and Pareto Analysis
- Corrective Action Tracking Register
- Confidentiality and Complainant Data Handling Rules

Day 4: Measuring Customer Satisfaction

Which measures show whether customers are satisfied, and can leaders trust them?

- Satisfaction Measure Selection Under ISO 10004
- Survey Design, Sampling and Response Bias Checks
- Linking Complaint Data to Satisfaction Results
- Dashboard Design for Service Leaders
- Closing the Loop With Customers Who Gave Feedback

Day 5: Escalation, Governance and System Blueprint

Is the system ready to be approved, resourced and run?

- Applying Day 2 Triage Rules to Escalation Levels
- External Dispute Resolution Routes Under ISO 10003
- Applying Day 4 Dashboard to Management Review Cycle
- Resourcing, Training and Continual Improvement Plan
- Completing the Customer Satisfaction and Complaints System Blueprint

Methodology

The programme rests on structured exercises and case analysis. Participants work with anonymised complaint records and sample survey data from service sectors, test each design choice against the relevant standard and present decisions to a simulated executive committee.

- Suggested activity: Classifying a set of anonymised complaints by cause and severity.
- Suggested activity: Rewriting a survey that produces biased scores.
- Suggested activity: Defending an escalation design to a simulated executive committee.

Capstone Output

Each participant completes a customer satisfaction and complaints system blueprint for one organisation. It contains a gap assessment against ISO 10002, a complaint handling procedure, a triage and escalation matrix, a satisfaction measurement plan and a governance and reporting calendar. It is used at work to brief the executive committee and to launch the first improvement cycle.



Frequently Asked Questions

Is this customer satisfaction and complaint handling systems training suitable for senior leaders new to the ISO standards?

Yes. It is set at managerial level and assumes experience of customer service, quality or customer experience work. No prior reading of the ISO customer satisfaction standards is needed.

Which standards does customer satisfaction and complaint handling systems training rest on?

It rests on ISO 10002:2018 for complaints handling and ISO 10004:2018 for measuring satisfaction, with ISO 10001:2018 for codes of conduct and ISO 10003:2018 for external dispute resolution.

How is the customer satisfaction and complaints system blueprint used at work?

It is used to brief executives, secure resources and start implementation. The gap assessment sets priorities, and the procedure and escalation matrix can be issued to teams after local review.