
Service Recovery and Complaint Handling

19 – 23 October 2026
Milan





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Ref: 1615_5109 **Date:** 19 – 23 October 2026 **Location:** Milan **Fees:** 5500 GBP

Service Recovery and Complaint Handling is a 1-week senior service recovery course delivered by Mars Training Centre in London, Dubai, Manama, Muscat, and Kuala Lumpur — designed for heads of complaints, heads of customer service, CX leaders, and senior managers responsible for the systems and culture that resolve customer problems.

Every organisation produces complaints. The difference between a healthy organisation and an unhealthy one is what happens next. Done well, complaints are the most direct source of customer signal in the business — an early warning system that protects revenue, reputation, and regulatory standing. Done badly, complaints accumulate into churn, regulatory action, and reputational damage. Senior leaders need a disciplined approach to recovery and resolution that protects customers and the business at the same time.

Across five focused days, you will work through the senior service recovery and complaint-handling discipline: complaint strategy and culture, root-cause analysis, recovery design, frontline coaching, regulatory and fair-treatment standards, escalation governance, and the measurement frameworks that turn complaints into learning. The programme uses regional case material and applied exercises grounded in your own operation.

What You Will Learn

By the end of this programme, you will be able to:

- Build a service recovery and complaint-handling strategy at senior level.
- Diagnose complaint root causes using structured analytical methods.
- Design a recovery framework that protects customers and the business.
- Lead frontline teams in resolving complaints with confidence.
- Coach senior service leaders in complaint-handling discipline.
- Govern complaints across functions and feedback channels.
- Apply fair-treatment standards in regulated and unregulated sectors.
- Manage escalations and high-risk complaints rigorously.
- Use complaint data as input to product, digital, and CX work.
- Build a learning culture that treats complaints as commercial signal.

How You Will Benefit

You will leave with a senior leader's playbook for recovery and complaint handling — strategy, frameworks, governance, measurement — and a Mars Certificate of Completion.

Your organisation will gain a leader who can resolve customer problems well, reduce repeat complaints, and convert complaint signal into commercial and operational improvement.



Who This Programme Is For

This programme is designed for senior service and complaints leaders, including:

- Heads of Complaints and Complaint Resolution
- Heads of Customer Service and Customer Operations
- CX Directors with complaints ownership
- Heads of Regulatory and Fair-Treatment Compliance
- Service Operations Directors in regulated industries
- General Managers with service and reputational accountability
- Senior public-sector complaint and ombudsman-liaison leaders

The seniority floor is senior manager and above. The programme is delivered in person over one week in London, Dubai, Manama, Muscat or Kuala Lumpur and leads to a Mars Certificate of Completion.