

2026

STANDARD OPERATING PROCEDURE

Customer Complaint Handling

Standard operating procedure for receiving, resolving and closing customer complaints

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VERSION

EFFECTIVE DATE

SOP-CS-004

2.1

1 April 2026

DOCUMENT CONTROL

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Approved by	Chief Operating Officer
Review cycle	Every 12 months or when the process changes

Revision History

Version	Date	Description of change	Approved by
1.0	10 Jan 2024	First issue	COO
2.0	15 Mar 2025	Added escalation matrix	COO
2.1	1 Apr 2026	Updated response times	COO

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PURPOSE

To make sure every customer complaint is recorded, acknowledged, investigated and resolved consistently and on time, and that lessons are used to improve our products and services.

SCOPE

This procedure applies to all complaints received from customers by email, phone, chat or the support portal, for all products and services. It does not cover internal employee grievances.

DEFINITIONS

Term	Definition
Complaint	Any expression of dissatisfaction from a customer that requires a response
Ticket	The record of a complaint in the support system
SLA	Service level agreement: the agreed response and resolution time
Escalation	Moving a ticket to a higher level of authority

ROLES AND RESPONSIBILITIES

Role	Responsibilities
Support executive	Logs, acknowledges and resolves first-level complaints
Team lead	Monitors SLAs, handles escalations, approves goodwill gestures
Product owner	Investigates product defects and plans fixes
Head of Client Success	Owns the procedure and reviews monthly reports

PROCEDURE

Receiving a Complaint

All complaints must be logged in the support system within one hour of receipt.

1. Create a ticket with customer name, contact, product and description.
2. Classify severity: critical, high, medium or low.
3. Attach screenshots, emails or call notes.

Note

Never close a ticket without the customer's confirmation or two follow-up attempts.

Acknowledging

Customers must know their complaint has been received and who is handling it.

4. Send an acknowledgement with the ticket number within the response time.
5. Give an expected resolution time.
6. Use the approved acknowledgement template.

Investigating and Resolving

7. Reproduce the issue where possible.
8. Check the knowledge base for known solutions.
9. Escalate to the product owner if a defect is suspected.
10. Update the customer at least every 24 hours for open critical tickets.
11. Apply the fix or workaround and inform the customer.

Escalation

Escalate to the team lead if the SLA is at risk or the customer requests escalation.

Closing

12. Confirm resolution with the customer.
13. Record the root cause and resolution in the ticket.
14. Send the satisfaction survey.
15. Close the ticket.

RACI MATRIX

R = Responsible, A = Accountable, C = Consulted, I = Informed.

Activity	Executive	Team lead	Product owner	Head CS
Log complaint	R	I	—	—
Acknowledge	R	A	—	—
Investigate defect	C	A	R	I
Escalation	I	R	C	A
Monthly review	I	R	C	A

RECORDS AND FORMS

Record / form	Kept by	Retention
Complaint ticket	Support system	3 years
Monthly complaint report	Head of Client Success	3 years
Satisfaction survey results	Support system	2 years

PERFORMANCE INDICATORS

Indicator	Target	Frequency
First response within SLA	95%	Weekly
Resolution within SLA	90%	Weekly
Customer satisfaction	4.3 / 5	Monthly
Repeat complaints	< 5%	Monthly

APPENDIX A: COMPLAINT ESCALATION FORM

Ticket number	
Customer name	
Date raised	
Severity	
Reason for escalation	
Action requested	

Prepared by

Checked by

APPENDIX B: MONTHLY REVIEW CHECKLIST

#	Check	Yes	No	Remarks
1	All tickets older than SLA reviewed	☐	☐	
2	Root causes categorised	☐	☐	
3	Top three issues shared with product team	☐	☐	
4	Training needs identified	☐	☐	
5	Report shared with leadership	☐	☐	

Prepared by

Checked by

ACKNOWLEDGEMENT

I confirm that I have read and understood this document and will follow it.

Name and signature

Date