



Frontline Performance Tool · Customer Recovery SERVICE.

The recovery framework for every difficult customer moment —
stop guessing, start recovering

S Stop & Listen Fully

Put down what you're doing. Full eye contact. No interrupting.

"I'm listening — please tell me what happened."

✓ CUSTOMER SPEAKING → KEEP LISTENING

E Empathise, Don't Defend

Acknowledge first. Never justify the problem before acknowledging the feeling.

"I completely understand why that's frustrating."

✓ ACKNOWLEDGE BEFORE YOU EXPLAIN

R Resolve with One Clear Offer

One offer, clearly stated. Not a list of options.

"Here's what I'm going to do right now..."

CAN YOU FIX IT? → OFFER. CAN'T? → ESCALATE

V Verify Before Leaving

Don't walk away assuming it's resolved. Confirm directly.

"Is there anything else I can do for you today?"

✓ CONFIRMED SATISFIED → CLOSE INTERACTION

I Inform Supervisor in 2 hrs

Every complaint, every resolution. Not just the escalations.

"I've flagged this in the log and briefed the supervisor."

🕒 2 HOURS FROM INCIDENT CLOSE

C Complete Log Same Shift

Log before your shift ends. Not tomorrow. Not from memory.

"I've flagged this in the log and briefed the supervisor."

✓ SAME SHIFT — NO EXCEPTIONS

E Escalate if Unresolved at 24 hrs

If it's still open after 24 hours, it is no longer yours to hold.

"This has been open 24 hours — I'm escalating now."

⚠️ 24 HOURS → MANDATORY ESCALATION



The golden rule under pressure: When you feel defensive, go back to E — Empathise. Customers don't need you to be right. They need to feel heard before they'll accept any resolution. A defended response after an unacknowledged complaint doubles the complaint. Empathy first. Every time.

0
SECONDS

Immediate response. Stop, acknowledge, and begin the framework the moment a complaint is raised. There is no waiting period.

2
HOURS

Supervisor notification window. All complaints — resolved or unresolved — must be flagged to your supervisor within 2 hours of the interaction closing.

24
HOURS

Mandatory escalation trigger. Any complaint still open at the 24-hour mark moves to senior management immediately. No exceptions, no extensions.

Complaint Type **Decision Tree**

Six scenarios · Branching paths · Clear escalation triggers
— use alongside the SERVICE framework



Billing Error

WHEN YOU HEAR THIS:

“I was charged twice.” / “This amount doesn’t match what I was quoted.” /
“There’s a charge I don’t recognise.”

- **RESOLVE** — Error confirmed: issue immediate correction, log reference number, verify with customer
- **PARTIAL** — Dispute unclear: freeze charge, escalate to billing team within 2 hours, give customer a reference number
- **ESCALATE** — Charge exceeds your authority or involves third party payment: supervisor immediately

“I can see that charge and I’m going to correct this for you right now.”



Wait Time

WHEN YOU HEAR THIS:

“I’ve been waiting 45 minutes.” / “I had a reservation and I’m still standing here.” /
“Nobody told me there was a delay.”

- **RESOLVE** — Seat or serve immediately, offer a goodwill gesture (drink, discount), acknowledge the wait without excuse
- **PARTIAL** — Wait unavoidable: give a clear, honest time estimate — never underestimate. Check back every 10 minutes
- **ESCALATE** — Customer threatens to leave or has missed a critical event (flight, meeting): supervisor immediately for recovery offer

“I’m sorry you’ve been waiting — let me take care of you personally right now.”



Room / Facility Quality

WHEN YOU HEAR THIS:

“The room is dirty.” / “The air conditioning isn’t working.” / “This isn’t what I booked.”

- **RESOLVE** — Minor issue fixable on-site: send maintenance or housekeeping immediately, follow up within 30 min
- **PARTIAL** — Room change needed: offer alternative room, confirm availability before promising, move within 1 hour
- **ESCALATE** — No rooms available, major defect, or safety concern: supervisor + duty manager immediately

“Let me arrange that for you right now — I won’t leave until this is sorted.”

Staff Attitude

WHEN YOU HEAR THIS:

“Your colleague was rude to me.” / “I was ignored.” / “Nobody helped me when I asked.”

- **RESOLVE** — Acknowledge unreservedly, do not defend the colleague, offer personal follow-through for the guest’s stay
- **PARTIAL** — Customer wants formal complaint: provide written process, confirm name and date of incident for log
- **ESCALATE** — Involves allegation of discrimination, harassment, or threat: manager immediately, do not investigate yourself

“That experience is not acceptable and I sincerely apologise. Here’s what I’m doing now.”

Food / Product Quality

WHEN YOU HEAR THIS:

“This food is cold / undercooked / wrong order.” / “The product I received is damaged.” / “This isn’t what I asked for.”

- **RESOLVE** — Replace immediately without debate. Remove the item. No charge for the replacement. Log the complaint
- **PARTIAL** — Customer unsure about replacement: offer alternatives, give them time, check back within 5 minutes
- **ESCALATE** — Foreign object, illness, or allergy reaction suspected: stop service, manager + duty manager immediately, preserve item

“That’s not the standard we hold ourselves to. I’m replacing this for you right now at no charge.”

Noise / Environment

WHEN YOU HEAR THIS:

“The room next to me is too loud.” / “There’s construction noise every morning.” / “I can’t sleep — this is unacceptable.”

- **RESOLVE** — Source controllable (guests, event): address source directly, offer quieter room, follow up within 20 minutes
- **PARTIAL** — Partial control (scheduled works): acknowledge, offer mitigation (earplugs, room move), log for trend review
- **ESCALATE** — Source uncontrollable and customer demands compensation or checkout: duty manager for resolution authority

“I’m going to resolve this right now — and if I can’t fix the noise, I’ll fix your situation.”

⚠ MANDATORY ESCALATION TRIGGERS — DO NOT HOLD THESE

SAFETY RISK

Any complaint involving injury, illness, hazardous conditions, or suspected food contamination. Stop, secure, escalate immediately.

LEGAL EXPOSURE

Discrimination, harassment, or threat allegations. Do not investigate. Do not promise outcomes. Manager only.

FINANCIAL AUTHORITY

Any refund, compensation, or waiver that exceeds your approval limit. State the limit, escalate, give a time commitment.

24-HOUR RULE

Any complaint still unresolved after 24 hours escalates regardless of status. No extensions. No exceptions. Log the handover.

- Green = you can resolve this
- Amber = partial — hold and monitor
- Red = stop and escalate now

● **When in doubt: E — Empathise first**