Proven Business Impact

This case study was selected in August 2026 by an independent panel of CXPA judges for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: Interac – Building a Board-Level Client Experience Operating System

Company Overview

Interac Corp. is a Canadian payments and financial technology organization whose services are used by most Canadians. The company sought to elevate B2B client experience from a periodic measurement activity into an enterprise-wide operating system with executive accountability and strategic business impact.

Business Challenge

Interac lacked a scalable and disciplined approach to measuring and acting on B2B client experience. Customer satisfaction sat at a 6.7 baseline, feedback was fragmented across channels, action ownership was unclear, and insights were disconnected from enterprise decision-making. The organization relied on a single quarterly survey, a legacy platform, and manual Excel-based tracking that limited agility and accountability.

Customer Experience Initiative: Building a Board-Level CX Operating System

Over approximately two and a half years, Interac redesigned its client experience program around a three-pillar CSAT methodology spanning Client, Product, and Technology & Operations. The organization selected and implemented Qualtrics, launched digital action-plan ticketing, integrated CX data with Salesforce, expanded listening from a single quarterly survey to more than 20 journey-based feedback programs, and established an enterprise governance structure with Executive Committee, senior leadership, and Board accountability.

CSAT became part of the corporate short-term incentive plan, creating shared ownership across Client, Product, Technology, and Operations teams. Structured listening, executive visibility, closed-loop action planning, and Salesforce integration connected customer feedback directly to account planning, relationship management, commercial prioritization, and executive engagement.

Proven Business Impact

Transformed customer satisfaction performance

- Overall CSAT increased from 6.7 in January 2024 to a record 9.2 in Q2 FY26.
- The FY27 strategic target was achieved two years ahead of schedule.
- The organization achieved six consecutive quarters of improvement or sustained performance.

Increased customer engagement and feedback quality

- Response rates increased from approximately 15% to 30.1%, representing a 101% increase.
- Survey responses increased from roughly 30 responses to 207 responses per cycle.
- Comment rates increased from 0–5 comments to 136 comments, representing a 27-fold increase in customer commentary volume.

Created a high-performance closed-loop system

- Approximately 80 action plans were assigned and completed each quarter.
- 100% action-plan completion was sustained throughout FY26.
- Customer feedback consistently translated into documented corrective and improvement actions.

Strengthened executive accountability and client focus

- CSAT was embedded into the corporate short-term incentive plan and monitored by Executive Committee and Board leadership.
- Twenty-eight percent of respondents were executive-level participants.
- Nearly 50 employees were recognized directly by clients for exceptional service delivery.

Improved commercial visibility and business outcomes

- Opportunity creation increased 22% year-over-year.
- Closed-won opportunities increased by 69% between FY24 and FY26 year-to-date.
- More than sixfold growth in active managed pipeline visibility, providing greater view into active commercial opportunities and future growth potential.

Key Lessons

Interac demonstrated that customer experience delivers greater value when embedded into leadership accountability, operational governance, and commercial decision-making. By connecting structured listening, action planning, technology enablement, and executive oversight, the organization transformed customer feedback from a survey process into an enterprise performance system that influences both customer outcomes and business growth.

Core Business KPIs Impacted

Customer Satisfaction (CSAT); Response Rate; Comment Rate; Action Plan Completion; Opportunity Creation; Closed-Won Opportunities; Active Pipeline Visibility; Customer Engagement; Executive Participation; and Commercial Growth Indicators.