Customer Experience Professionals Association™

Proven CX Business Impact

This CX case study was selected in September 2024 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 CX Business Impact: Capital One's Journey to Improve CX & Business Results at Contact Centers

Company Overview

Capital One Canada, a subsidiary of Capital One Financial, is a major provider of credit cards and financial services to millions of Canadians. With a focus on simplicity and innovation, Capital One has been at the forefront of credit solutions for over 20 years

Business Challenge

In 2022, customer satisfaction with Live Agent contact center interactions was a key pain point for Capital One, with NPS® of just 36, the lowest among all touchpoints. Compounded by a -10% competitive gap and a high 48-hour callback rate, the weak contact center performance contributed significantly to customer churn and operational inefficiencies.

CX Initiative: The Road to CSAT 80

Capital One launched a comprehensive CX improvement initiative focused on increasing accountability across contact centers, empowering frontline agents, and closing high-impact customer pain points.

Key components of the initiative included:

- **Boosting Accountability**: Introducing a new **CSAT beacon metric** to hold internal teams and third-party suppliers accountable for improving customer experience.
- **Agent Empowerment**: Using the **CEMP Portal Agent Role**, frontline agents gained access to their individual feedback and performance metrics, enhancing their ability to self-improve.
- **Closing the Loop**: Applying **lean management principles** to improve underperforming sites and address customer pain points.

Proven Business Impact

The initiative led to significant improvements:

- **7% reduction in customer churn**, driven by better customer experiences.
- **14% reduction in 48-hour callback rate**, lowering operational costs and improving first-contact resolution.
- **11-point increase in NPS**, rising from **36 to 47**.
- **+10 percentage points in internal CSAT**, improving from **70% to 77%**.

Core Business KPIs Impacted

- Churn Rate
- 48-hour Callback Rate
- Customer Retention
- Operational Efficiency