



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: FCL's New Member Experience Program

Company Overview

Federated Co-operatives Limited (FCL) is a wholesaling, manufacturing, and administrative co-operative based in Saskatoon, SK, Canada, owned by over 160 independent local co-operative associations. Together, these local co-ops form the Co-operative Retailing System (CRS), which serves 2 million active members across 600 communities in Canada. FCL's sales in 2023 amounted to \$12.5 billion, with \$399 million returned to local co-ops in patronage allocations.

Business Challenge

FCL's decentralized model, with each local co-op independently managing membership processes, resulted in inconsistencies in member onboarding, including how new members were enrolled and what materials they received. Pain points included a lack of online enrollment, inconsistent member data capture, and variations in membership card distribution.

CX Initiative: New Member Experience Project

The **New Member Experience Program** was developed to address these challenges by standardizing membership processes and improving the new member activation experience. The initiative focused on three key areas: introducing online membership signup, streamlining welcome packages, and enhancing cash back and equity communication.

Key components of the initiative included:

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- **Online Membership Signup:** Expanding beyond paper-based in-store enrollment, the online process simplified member signup while addressing the complexity of managing member records at local levels.
- **Centralized Welcome Packages:** Standardized and branded welcome packages were developed to provide a consistent, high-quality experience across regions. Customized materials, including membership cards and targeted offers, were sent directly to new members.
- **Enhanced Cash Back & Equity Communication:** Improvements were made to equity statements to help members better understand the benefits of their membership, including clearer explanations of cash back and equity, as well as training for front-line staff on these benefits.

Proven Business Impact

The program delivered significant results:

- **37% increase in membership** during the pilot period (Jan–Sept 2022) compared to the same period the previous year.
- **70% year-over-year growth** in online memberships from June 2023 to May 2024.
- **39% of new members** now enroll online, improving onboarding efficiency.
- Welcome packages are delivered **3.5 times faster**, saving local co-ops **8–10 admin hours** per month.
- New member **activation rates** increased by 5%, with 82% of new members making a purchase within two weeks of joining.

Core Business KPIs Impacted

- Membership growth
- Customer Onboarding Time
- New Member Activation Rate
- Admin cost savings
- Customer Satisfaction (CSAT)

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