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25 YEARS HELPING ASSOCIATIONS MAKE BETTER DECISIONS

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## **CXPA Global Business Plan**

**April 2024**



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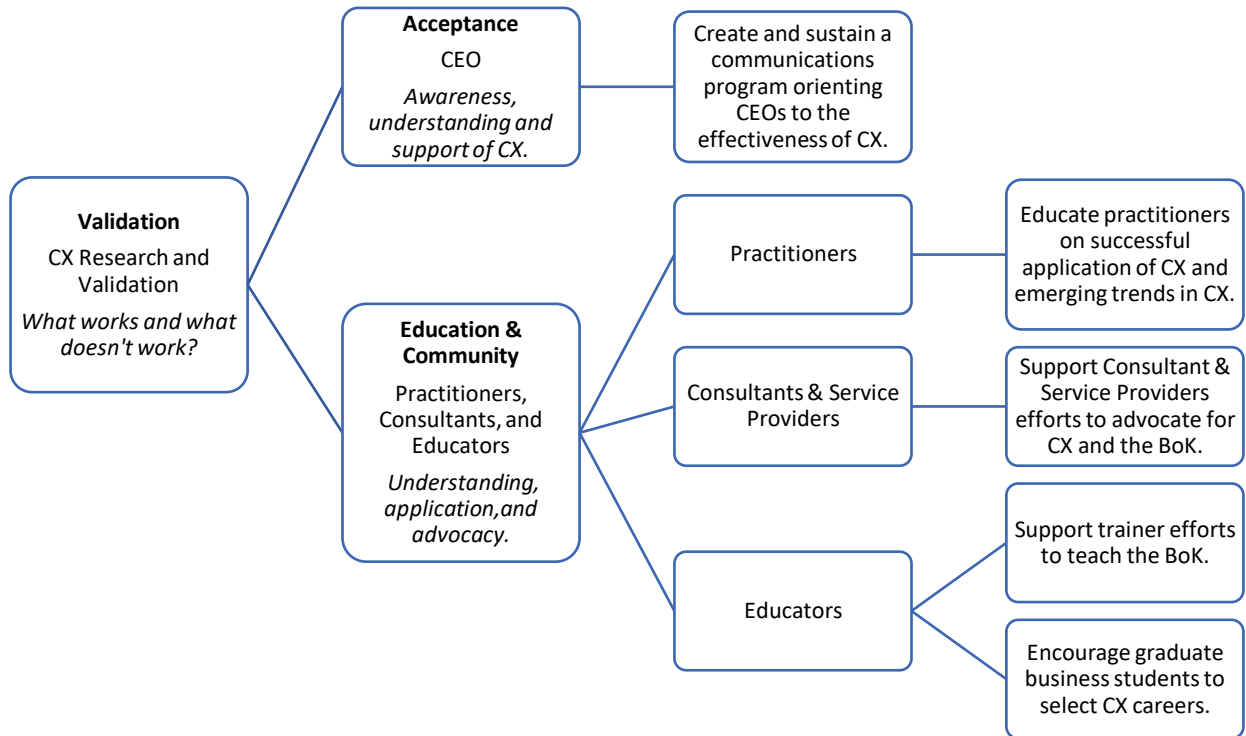
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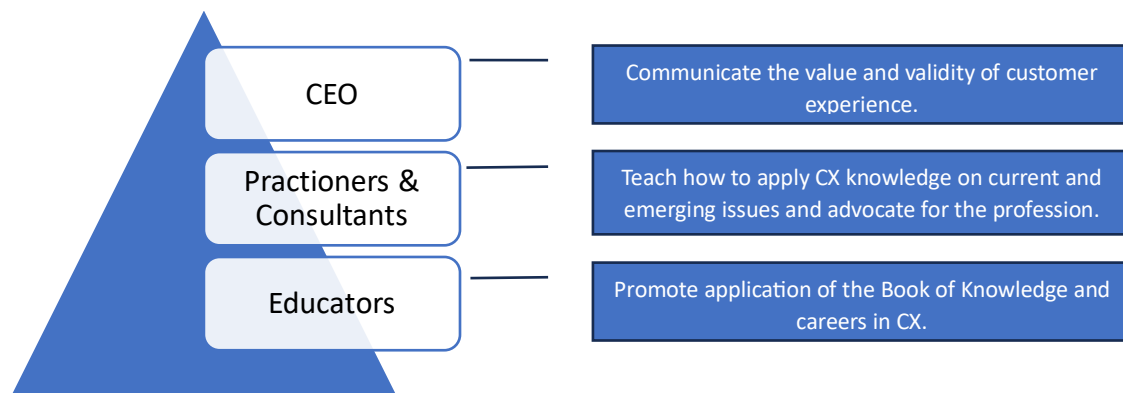
## Executive Summary

The following represents a summarized framework of target audiences and key strategies.



Validating “what works and does not work” in CX was the most significant issue identified by research participants and the leading potential role for CXPA, regardless of the research audience.

Combined with strategies for educating practitioners and consultants on effective application and emerging issues in CX, CXPA takes leadership throughout the market funnel—from student to CEO.



## Introduction

The customer experience (CX) profession has seen significant growth and transformation over the past few decades, primarily driven by evolving consumer expectations, technological advancements, and an increased focus on customer-centric business models. Consider the following:

1. **Rise of Digital Platforms:** The advent of the internet and digital platforms has dramatically changed how businesses interact with their customers, enabling more direct and personalized engagement. This has necessitated the development of specialized CX roles to manage these interactions effectively.
2. **Increased Consumer Expectations:** Today's consumers expect seamless, personalized experiences across all touchpoints. Businesses have recognized that delivering exceptional CX is not just a value-add but a critical differentiator. This realization has propelled the CX profession to the forefront of strategic business considerations.
3. **Integration of Data Analytics:** The proliferation of data analytics tools has allowed CX professionals to gain deeper insights into customer behavior and preferences. This data-driven approach has enabled more precise targeting and customization of customer interactions, making CX roles increasingly sophisticated and strategic.
4. **Cross-functional Importance:** CX is no longer seen as the sole responsibility of customer service departments. It has grown into a cross-functional discipline encompassing marketing, sales, product development, and even supply chain management, reflecting its importance to the entire business ecosystem.
5. **Professionalization and Education:** The professionalization of the CX field is evident in the establishment of dedicated educational programs, certifications, and industry standards. This educational infrastructure supports the development of skilled professionals equipped to meet the complex demands of modern CX roles.
6. **Global Recognition and Expansion:** As businesses worldwide recognize the value of customer experience in driving loyalty and revenue, the CX profession has seen global growth. This expansion is not limited to specific sectors but spans industries, highlighting the universal importance of customer-centric strategies.

The customer experience profession has become a strategic, data-driven discipline integral to business success. Its evolution reflects broader shifts in consumer behavior, technological capabilities, and business priorities, positioning CX professionals as critical contributors to organizational performance and growth.

This growth creates opportunities for CXPA, including opportunities to establish definitions and standards for the profession, advocate for its acceptance and adoption, and orient professionals to effective practice.

The CXPA Global Business Plan is designed to outline the goals, strategies, and rationale for investing the association's time, financial resources, and energy in this endeavor.

## Market Universe and Target Markets

*You can serve anyone you want, just not everyone you want.*

Programmatic investments targeting distinct markets are long-term and potentially expensive undertakings.

Evaluating the existence and practicality of a target market is based on the following criteria:

- Identifiable: the differentiating attributes of the market must be measurable.
- Accessible: the market must be reachable through communication and distribution channels.
- Substantial: the market opportunity should be sufficiently large to justify the resources required to target them.
- Durable: the market should be relatively stable to minimize the cost of frequent strategy changes.

The more difficult it is to address each criterion, the more complex a particular market will be to penetrate successfully.

Estimating the global market universe for CXPA's programs, services, and initiatives is complex and not particularly useful.

Who you attract informs what is attractive about you.

Using existing members and nonmembers as a guide, we can assess who is most attracted to the current and near-term CXPA global valuation proposition.

To prioritize resources, the research directs us toward the following markets.

### Industry Focus

64% of survey respondents operate in one of the following three industries. These may represent initial targets of opportunity.

Technology or Software	21%
Consulting	20%
Banking and Financial Services	13%

Non-US survey respondents are likelier to work in consulting, banking, and financial services.

## Chief Executive Officers

**CXPA should implement strategies targeting chief executive officers of national, international, and global companies in the technology, consulting, financial services, healthcare, insurance, and telecommunications industries.**

When asked to identify potential roles for CXPA, a majority of survey respondents indicated that influencing CEOs as critical decision-makers within the company was an essential role for CXPA.

While CEOs comprise a small percentage of respondents (4%), other CX professionals consider them an influential audience.

CEOs are the final arbiters of resource allocation and leaders of enterprise-wide cultural change. Knowledgeable and supportive CEOs are critical to CX adoption.

WHICH OF THE FOLLOWING IS THE MOST CRITICAL JOB FOR THE CUSTOMER EXPERIENCE PROFESSIONALS ASSOCIATION (CXPA)?

	TOTAL RESPONSE
HOST PROGRAMS DESIGNED TO INCREASE CX UNDERSTANDING FOR CEOs AND C-SUITE LEADERS	54%
INFLUENCING CEOs/C-SUITE: COMMUNICATING THE VALUE OF CX TO SENIOR LEADERSHIP.	53%

### Industry

As the adjacent table shows, respondents were overwhelmingly in 3 industries (>10%), with three additional industries showing reasonable concentrations (5%).

This indicates these industries are currently more in tune with CX conversations and, as a result, more likely to accept CX initiatives and the efforts of CXPA.

While CXPA efforts may be successful in various industries, influencing CEOs in these industries will likely be more successful.

WHICH OF THE FOLLOWING BEST DESCRIBES THE INDUSTRY IN WHICH YOU WORK?

	TOTAL RESPONSE
TECHNOLOGY OR SOFTWARE	21%
CONSULTING	20%
BANKING AND FINANCIAL SERVICES	13%
HEALTHCARE	6%
INSURANCE	6%
TELECOMMUNICATIONS	5%

### Company Scope

The adjacent chart indicates that respondents predominantly work in large national, international, and global companies.





## Customer Experience Practitioners

**CXPA should implement strategies targeting the continuum of CX practitioners, from CXOs responsible for enterprise-wide or departmental incorporation of CX to director, managerial, and entry-level professionals.**

Customer experience practitioners include the following audiences.

- CX Leadership and Management (CXO) - Customer experience leaders responsible for the domain of CX across the enterprise.
- CX Directors and Managers - CX managers and directors apply CX principals throughout their department or business unit.
- CX Career Entry - Individuals considering or choosing future careers with a high potential for careers in customer experience.

The following provides more information on these audiences.

CXPA currently serves senior CX professionals. 52% of respondents were classified as *practitioners*.

- 5% of respondents identified as Chief Customer Experience Officers (CXO). These individuals are the most senior, experienced, and influential CX practitioners.
- 44% of respondents identified as CX directors or managers.
- 3% of respondents identified as data analysts.

These individuals are the “heart and soul” of the profession. They are committed to the profession of CX and its application and advancement.

In addition,

- 71% of practitioners are members of CPXA.
- 54% of survey respondents have worked in CX for ten years or more.
- 60% of survey respondents have a graduate or postgraduate degree.
- 30% of practitioners have no direct reports, and 31% have between 1 and 4.
- 91% of respondents operate in national, international, or global companies.
- 50% of practitioners reside/work in the US and 50% are outside of the US (non-US).

## Customer Experience Academic Educators

**CXPA should implement strategies targeting audiences with a “multiplier” effect on CX education and career selection.**

Customer Experience multipliers can influence other decision-makers who are important in the acceptance and adoption of CX principles. Through their distinct role, their influence is “multiplied” or expanded.

According to the qualitative research, a perceived lack of recognition of CX as a distinct discipline leads to an influx of professionals with no or inconsistent training.

The burgeoning demand for CX services has outpaced the establishment of rigorous, standardized qualifications, diluting the field’s integrity.

Encouraging multipliers to promote CX standards to individuals when they are in career decision mode is a potential remedy for this issue.

## CX Career Entry Academic Multipliers

**CXPA should implement strategies targeting graduate business school faculty orienting and encouraging them to educate MBA students on potential careers in CX.**

Qualitative research involving CX subject matter experts in late 2023 identified a need for entry-level training for CX professionals.

Interviews with trainers discovered no clear CX career path, leading to premature specialization before mastering the basics. This lack of a structured career pathway can lead to misalignment in skills and job roles.

While CX practitioners may enter the field with various educational backgrounds, the most likely educational background for a customer experience professional is a bachelor's degree in business administration or management. This degree provides a foundation in organizational skills and leadership.

According to the Association to Advance Collegiate Schools of Business, approximately 13,000 graduate schools of business worldwide will enroll approximately 250,000 students in MBA programs during the 2020-2021 academic year.

Student career choices are influenced by curriculum availability and the recommendations of faculty.

For example, there are approximately 114,000 business professors in the United States. These individuals represent a potential multiplier market for CXPA, advocating for CX principles and careers with business school graduates and expanding or incorporating CX principles into graduate business school curricula.

The trainers participating in the research identified a gap in continuous, high-quality education in CX within the qualitative study. Many professionals seek quick certification, often through low-quality training programs, leading to a superficial understanding of CX principles.

While it is not feasible to target every graduate business school, highly selective choices can be made to influence critical MBA school faculty.

Alternatively, CXPA may select a country with fewer graduate business programs, targeting this smaller market with strategies designed to increase academic faculty support for CX on a pilot basis. Countries such as the Netherlands, where the CX profession is more established, might be logical test beds for experimenting with these strategies.

### CX Practitioner Multipliers

**CXPA should implement strategies that support efforts by consultants, trainers, and service providers to expand their ability to promote the profession and the applicability of appropriate CX standards.**

Practitioner multipliers are individuals and organizations actively promoting customer experience to other audiences. Their motivation may be commercial or educational.

Customer experience multipliers include the following.

- Consultants in customer experience
- Customer experience trainers
- Customer experience service providers

### Consultants

Consultants have the potential to act as “sales” professionals advocating for the use of CX, certification in CX, and the application of the CXPA Body of Knowledge.

- 19% of survey respondents identified as consultants. 75% of these consultant respondents were CXPA members.
- 65% of consultants work in global or international companies.
- 56% have no direct reports, and 25% have between 1 and 4 people.
- 64% have a graduate or postgraduate degree.
- 48% of consultants considered themselves achieving “established” or “mastery” levels of competence within CX.

Consultants actively pursue new business within the customer experience market, which makes them proponents of the discipline and advocates for CX applications in target companies.

Consultants successfully selling the concepts promoted by CXPA results in the association having a professional “sales force” reinforcing the ideas and ideals of customer experience.

### Customer Experience Trainers

Individuals active in CX training were a low percentage of survey respondents (2%) (n=21), but these individuals hold a unique position of influence. In addition, a group of 17 trainers was invited to participate in the qualitative research conducted in late 2023.

Within the qualitative research, trainers identified a gap in continuous, high-quality education in CX. Issues included the following.

- There is a lack of specialist training in CCXP competencies and a clear consensus on fundamental knowledge, which is confusing training needs.
- Professionals are overwhelmed by choices and lack clarity on the ROI and relevance of different training options.
- Training offerings are often biased towards frameworks, metrics, or tech platforms, neglecting other crucial aspects.

### Customer Experience Service Providers

The research investigated a diverse selection of individuals representing commercial relationships with CXPA. Overall, these individuals shared the perceptions of other participants in the research. In particular, though, participants noted that buyers are growing interested in understanding and implementing customer-centric strategies and the overall CX journey. Taking advantage of this interest is an opportunity for CXPA.

Areas of shared interest include the following.

- Helping communicate the value of CX professional certification given that the CCXP is not universally understood or recognized.
- Highlighting the importance of consistently demonstrating the return on investment from CX initiatives.
- Helping decide what to measure and how to report CX data, supporting the need for comprehensive and meaningful metrics.

The support of service providers can help address these and other issues.

## Universe for Membership

The specific universe for potential members is difficult to define due to the lack of aggregated information by CX title, domain, or other reasonably accurate measures. In addition, a wide range of professions and jobs exist that are relevant to CX that might not be considered CX by the people involved.

Membership strategies are more likely to be successful in the United States and, potentially, in countries with similar business cultures and financial ability to pay, such as countries in the European Union (EU).

Members are more likely to live in the United States. They are likelier to have ten years or more of experience in CX.

They are less likely to have a graduate degree and supervise fewer people than their non-US-based counterparts.

Consider the following.

- *Location* - Members were likelier to live in the United States vs. outside the United States (77% vs. 64%).
- *Experience* - 62% of US-based members had ten or more years of experience in CX compared to 53% of non-US members.
- *Education* - US-based members were less likely to have a graduate degree.

Which best describes your highest level of education?	US	Non-US
Undergraduate Degree or Equivalent	36%	15%
Graduate or Postgraduate Degree or Equivalent	52%	68%

- *Supervision* - 14% of US-based members oversaw ten or more people vs. 25% of non-US-based members.
- *Role* – US-based respondents are less likely to be consultants. (22% of US-based respondents vs. 31% of non-US-based respondents)
- *Industry* – US-based respondents are less likely to work in consulting, banking, or financial services than non-US respondents. (25% of US-based respondents vs. 39% of non-US-based respondents)

## Strategies Targeting Chief Executive Officers

### Goal- Communication

The **Strategic Goal** for CXPA is for targeted CEOs to be aware of, understand, and support the application of CX principles across the enterprise.

### Strategy Recommendations

Communicate and discuss industry-specific use cases highlighting the business impact of enterprise-wide customer experience initiatives and convene CEOs to discuss these use cases collaboratively with senior CX practitioners and consultants.

Key aspects of this strategy include but are not limited to, the following.

- Creation of CEO-oriented content communicating the use-cases and their impact.
- Development of in-person opportunities for dialog between senior CX staff and CEOs to discuss and debate the value and use of these use cases.
- Develop a CX Toolkit that supports practitioners and multiplier (consultant and service providers) efforts to educate and help CEOs embrace a CX mindset and the corresponding application of CX strategies.

### Rationale

Validating the success of customer experience is vital to credibility with decision-makers. Consider the following.

- 75% of survey respondents cited *Measuring Success: It is difficult to measure and show the results of customer experience work* as a significant issue facing the CX profession.
- 64% cited *Showing CX Value: Proving that customer experience projects are worth the investment* as a significant issue.
- 45% of practitioners cited *Explaining CX Importance: Trouble explaining why customer experience is important* as a difficulty.

When considering CXPA roles, the following were prioritized by survey respondents:

- *Host programs designed to increase CX understanding for CEOs and C-Suite Leaders (54%).*
- *Influencing CEOs as critical decision-makers within the company (53%).*

Specifically, CX practitioners highlighted the following CXPA roles as critical.

- 68% of practitioners stated *Showing CX Value: Proving that customer experience projects are worth the investment* was a critical role for CXPA.

As noted earlier, while CEOs comprise a small percentage of respondents (4%), other CX professionals consider them an influential audience.

CEOs are the final arbiters of resource allocation and leaders of enterprise-wide cultural change. Knowledgeable and supportive CEOs are critical to CX adoption.	WHICH OF THE FOLLOWING IS THE MOST CRITICAL JOB FOR THE CUSTOMER EXPERIENCE PROFESSIONALS ASSOCIATION (CXPA)?	
	HOST PROGRAMS DESIGNED TO INCREASE CX UNDERSTANDING FOR CEOS AND C-SUITE LEADERS	TOTAL RESPONSE 54%
	INFLUENCING CEOS/C-SUITE: COMMUNICATING THE VALUE OF CX TO SENIOR LEADERSHIP.	53%

While a small number (n = 38), 67% of CEO survey respondents cited *Creating a Customer-Focused Culture: Making the whole organization care about customer experience* as a significant impact on the customer experience profession over the next five years.

These individuals might represent early adopters or potential champions advocating for the customer experience profession.

By validating the impact of customer experience on business outcomes, CXPA creates a more favorable environment for respecting CX as a business domain, supporting CX practitioners, and encouraging CX careers.

## Strategies Targeting CX Practitioners

### Goal – Validation

The **Strategic Goal** for CXPA is to validate the impact of customer experience strategies on business outcomes, discovering what works and what does not in CX.

### Strategy Recommendations

Create and disseminate industry-specific use cases validating the business impact of enterprise-wide customer experience initiatives, and discuss these use cases collaboratively with practitioners, consultants, and educators.

CXPA would need to create a framework for these use cases, including, but not limited to, the following.

- Identification of relevant measures of success for each target industry with an emphasis on quantitative measurement using standard definitions of success.
- Creation of an objective, transparent methodology for assessing use cases to ensure consistency with measures of success.
- Creation of supporting materials for CXPA practitioners, allowing them to understand success factors in each use case and helping them communicate the role of customer experience in achieving critical KPIs.
- Creation of face-to-face and digital education to transfer knowledge of successful business processes linked to the use-cases more widely through the profession.

These and other strategy ideas should focus on validating the case for customer experience and the link between customer experience application and measurable business outcomes.

### Rationale

Practitioners in middle and senior management (Manager, Director, CXO) are particularly impacted by the following:

- 75% of practitioner respondents believe Measuring Success: It is difficult to measure and show the results of customer experience work, but it will significantly impact CX over the next five years.

The top two desired CXPA roles of all practitioner respondents are as follows:

- 69% of practitioners say a critical role for CXPA is developing CX Success Stories: researching *and sharing effective CX case studies*.
- 64% of practitioners say a critical role for CXPA is *CX Impact Analysis: Analyzing the business impact of CX strategies*.

### Goal – Education



The **Strategic Goal** for CXPA is for CX practitioners in leadership and management to accept, understand, and apply the CXPA Body of Knowledge.

### Strategy Recommendations

Create and sustain omni-channel educational efforts, helping practitioners understand and develop solutions to common CX operational and customer challenges shared by industry sectors.

### Rationale

As the table shows, CX practitioners believe several customer, technology, and operational factors will significantly impact the CX profession over the next five years. Helping address these issues is thus essential, and the research highlights critical roles for CXPA within this arena.

<b>Which of the following will significantly impact the customer experience profession over the next five years? Please select up to three options.</b>	<b>Practitioner Respondents</b>	<b>Summary Domain<sup>1</sup> Description</b>
Adapting to Changing Customer Needs: Keeping up with customers' changing personalization, convenience, and speed expectations.	72%	Customers
Using Advanced Technologies: Including artificial intelligence, machine learning, and other new technologies in customer experience plans.	70%	Technology
Personalizing vs. Standardizing: Finding a balance between offering personalized experiences and efficient, standard processes.	67%	Operations
Creating a Customer-Focused Culture: Making the whole organization care about customer experience.	59%	Customers
Integrating Online and In-Person Services: Ensuring digital and physical customer experiences work well together.	54%	Operations
Omnichannel Integration: Seamlessly integrating multiple channels (online, in-person, mobile, etc.) for a cohesive customer experience.	52%	Operations

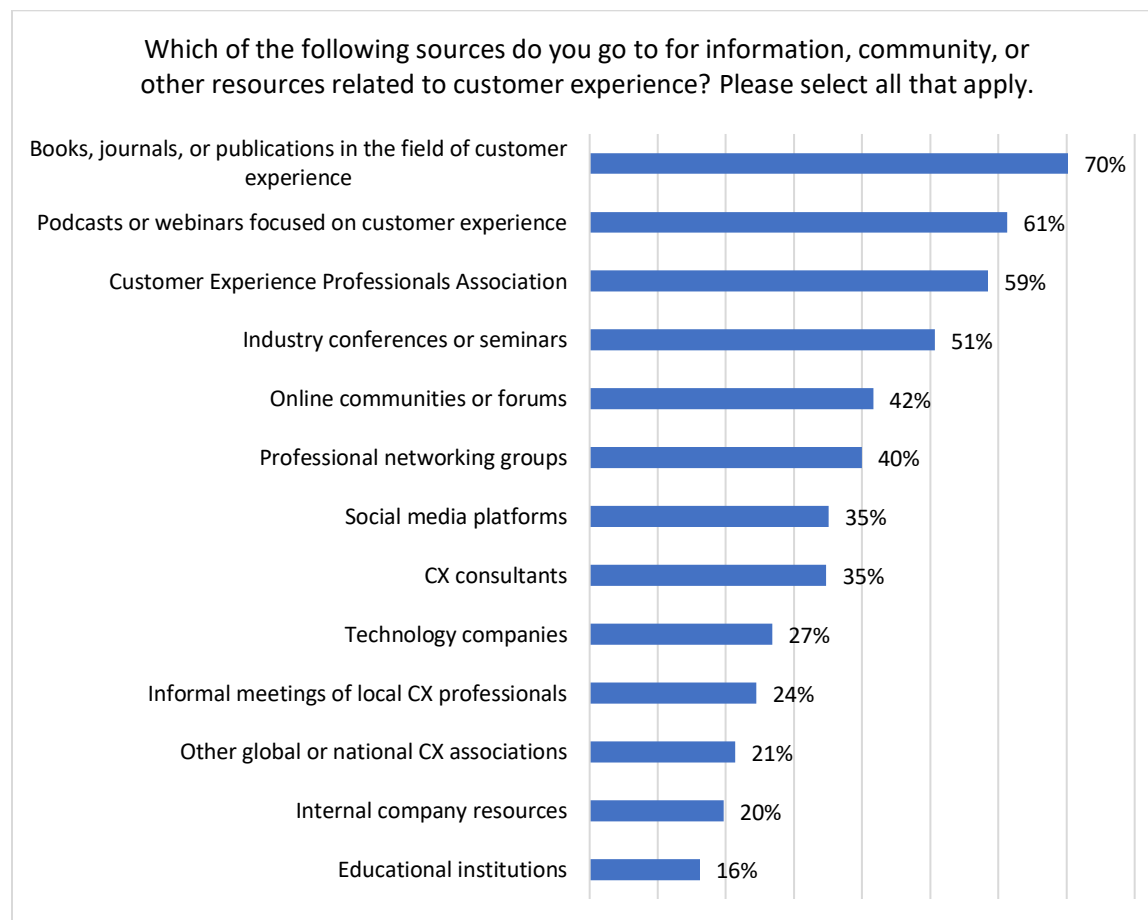
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<sup>1</sup> “Domain” refers to the quantitative survey category, within which respondents were asked to select up to three of the 8 – 9 presented options.

As the following table shows, practitioners see CXPA as having a variety of educational or convening roles.

Which of the following is the most critical job for the Customer Experience Professionals Association (CXPA) to focus on? Please select up to 3 options.	Practitioner Respondents	Summary Domain Description
Develop CX Success Stories: Researching and sharing effective CX case studies.	69%	Measurement
CX Impact Analysis: Analyzing the business impact of CX strategies.	64%	Measurement
Promoting CX Standards: Advocating for CX standards and best practices.	64%	Promotion
Research and Thought Leadership Hub: Providing insights for future CX directions.	54%	Research
Showcase CX Innovations within Business Conferences: Increase understanding of CX among non-CX professionals by participating in conferences of other industries.	52%	Promotion

As the following chart shows, there is a wide variety of competition within the CX market. While competition for CX is extensive, no centralizing competitive organization is dominant as an education provider. CXPA is well-positioned to provide a more objective approach to CX education and content.



## Goal – Engagement

**Strategic Goal:** CXPA members will have easy ways to connect to content and individuals that help advance their CX success.

### Strategy Recommendations

CXPA should prioritize improving its digital tools to support members regardless of location. Digital tools should be supplemented by a portfolio of approaches to networking and community customized to member needs, desired outcomes, and market potential.

### Rationale

The research identified several areas related to CX connections which collectively paint a rich yet nuanced picture:

- When asked to identify the most important factors in selecting an organization as a resource for CX, respondents prioritized relevant content expertise over community:
  - 62% Expertise in customer experience
  - 56% Quality CX materials (like articles, studies)
  - 44% Solutions for CX challenges
  - 31% Easy to access online
  - 29% Networking opportunities
  - 12% Community support
  - 5% Easy to access nearby
- When asked about the most critical job for CXPA to focus on, respondents indicated several networking related roles:
  - 38% CX Networking: Bringing CX professionals together for connection
  - 19% In-person CX Conferences: Supporting formal meetings for education, inspiration, and connection
  - 18% Mentorship Programs: Facilitating mentorship for CX professionals
- When asked about barriers to participation in CXPA, 18% indicated that “Networking opportunities are not helpful”. These respondents were more likely to be respondents with 10 years or more CX tenure.
- Open-ended responses add credence to the high value that respondents place on connections made through the CXPA community, but also a need to adapt to the changed world in which CX professionals work. As one respondent commented, “I love the opportunities that I have gained for interacting with others in the community. The updates to the mentor program have been great. The available opportunities for virtual events in my region is a little disappointing. I don't live near a major city so have difficulty finding events that I can accommodate in my schedule, which means that I cannot attend the in person only events for the area. Since we have grown the work from home culture, these opportunities would be amazing for those of us in small town or even internationally to continue to engage without the cost or time requirements to travel to bigger cities.” Another wrote, “CXPA has unique expertise and knowledge – still the way this is distributed/ shared is somewhat obsolete.”

While the need for connection is strong, the research suggests that members expect these connections to be more than just social networking – they desire more meaningful, content driven connections that can easily fit into their increasingly busy lives and geographically dispersed communities.

Several respondents suggested leveraging technology to help facilitate these connections, but it is likely that there are also needs and desire for community – and CXPA's ability to support communities in every location worldwide is beyond the association's resources.

CXPA volunteer leadership will need to objectively assess how best to support different community needs, perhaps based on the following model to address this.

CXPA Community – CXPA might develop, produce, and sustain community activities online and in high-priority markets.

Direct Support – CXPA might provide resources to help with the production of community activities in support of its strategic activities.

Indirect Support – CXPA might provide a platform helping members produce and sustain their own local community activities within guidelines established by CXPA but without any direct resource allocation.

Passive Support—CXPA might allow user-driven activities if they do not interfere with or jeopardize its strategic activities.

The need for community and the customization of CXPA community structures, considering local needs and resource availability, will be a challenge but is necessary to sustain long-term global business success.

## Goal – CX Foresight

**Strategic Goal:** The CX ecosystem (students, trainers, faculty, practitioners, and multipliers) will know CX's evolving issues.

### Strategy Recommendations

CXPA will continue efforts to monitor the emerging issues facing CX professionals and design education programs, digital and face-to-face, to discuss these issues.

### Rationale

The CXPA recently conducted an extensive industry study identifying the issues facing the global customer experience profession.

Maintaining this research initiative to track changes and identify emerging issues will ensure that CXPA remains a source of thought leadership in CX.

- 42% of practitioners and 51% of consultants said *Staying Updated: Struggling with new customer experience trends and practices* was an issue.
- 54% of practitioners and 60% of consultants cite *Research and Thought Leadership Hub: Providing insights for future CX directions* as a critical CXPA role.
- 48% of practitioners and 46% of consultants cite *Forecasting Future CX Trends: Predicting future CX trends and developments* as critical for CXPA.

By acting as an objective source of data on emerging issues and trends in CX, the CXPA cements its position as the subject matter leader.

This research also informs educational and content activities and supports discussions regarding the future of CX. Translated into a State of the CX Industry Report, the research may have revenue potential, such as sponsorship opportunities.

## Goal – Certification

The **Strategic Goal** for CXPA is to increase the number of individuals seeking to achieve and retain their CCXP certification.

### Strategy Recommendations

Create an accessible, streamlined, online self-assessment allowing potential certification candidates to assess their readiness for the CCXP.

### Rationale

64% of practitioners stated that *Promoting CX Standards: Advocating for CX standards and best practices* was critical for CXPA. 75% of educator respondents agreed.

The decision to become certified is influenced by the relevance, ease, and value of the credential sought. Helping potential applicants quickly understand their readiness and the education needed to prepare represents an essential strategy to promote respect for the domain of customer experience.

### Goal- Professional Advancement

**Strategic Goal** – Graduate business students will pursue careers in customer experience.

#### Strategy Recommendations

CXPA will orient graduate business school faculty on the nature and benefits of careers in customer experience.

#### Rationale

Qualitative research with CX subject matter experts identified a gap in CX training, specifically at the entry-level of the profession.

Orienting potential CX professionals to professional opportunities is a natural extension of the association's role in validating and advocating for the profession.

The CX profession benefits from a sustained funnel of professionals knowledgeable of and aligned with the CXPA Body of Knowledge.

CX professionals need an unbiased and authoritative source of information on the profession's future and the skills necessary to be successful.

Successfully positioning customer experience as an established business domain will require the support of graduate faculty to become a preferred choice for graduate students. The following outlines strategies to achieve this goal targeting CX Multipliers and CX Educator Advocacy.

## Strategies Targeting CX Multipliers

Advocacy aims to create a more favorable environment for customer experience research, education, and practice. The following outlines recommended goals and strategies, with corresponding data supporting each.

### Goal – Body of Knowledge Advocacy and Adoption

The **Strategic Goal** for CXPA is for CX consultants and service providers to understand, apply, and advocate for customer experience strategies and the CXPA Book of Knowledge within their own and customer organizations.

### Strategy Recommendation

Create a toolkit documenting the success of customer experience and its impact on business outcomes. Support consultant and service providers efforts to advocate for customer experience and convene opportunities for consultants, senior practitioners, and CEOs to discuss documented best practices in CX.

### Rationale

Consultants and service providers are natural advocates for CX because they are attempting to sell CX strategies to their clients. What makes this difficult is the lack of validation that CX strategies work.

Consultants anticipate the following issues being significant over the next five years.

- 72% cited *Measuring Success: Hard to measure and show the results of customer experience work.*
- 67% cited *Showing CX Value: Proving that customer experience projects are worth the investment.*

## Goal- CX Educator Advocacy

The **Strategic Goal** for CXPA is for CX educators to teach curricula and create training consistent with the CXPA Body of Knowledge.

### Strategy Recommendation

Accredit CX trainers that align their training offering with the CXPA Book of Knowledge.

### Rationale

As noted earlier, the competition for CX is extensive but not centralized. It is wide, not deep.

There are opportunities for CXPA to help align training providers with the Book of Knowledge by helping practitioners understand the quality of CX trainers and ensuring that qualified CX trainers support the CCXP and known best practices in CX.

- 64% of practitioners stated *Promoting CX Standards: Advocating for CX standards and best practices* was a critical role for CXPA.
- 41% of practitioners stated that *Setting Universal CX Standards: Establishing global CX standards* was a critical role.

By incentivizing CX trainers to reinforce the CXPA curriculum and assuring the market that this training aligns with the CCXP, members and other CX practitioners and consultants will recognize CXPA as the authority on customer experience.



## Global Business Model Sustainability

### Goal – Sustainable, Global Operations

#### Strategy Recommendations

CXPA will adapt its business model to support global operations, including finance, operations, technology, and staff competencies.

#### Rationale

Operating globally is challenging. Qualitative research with subject matter experts familiar with CXPA has identified various areas where CXPA operations may inhibit global growth.

- CCXP – Improve the back-end automation supporting CCXP application, examination, and requalification systems consistent with modern CX practices.
- Global Orientation – review and revise culture and business process to adopt a more global approach to business and member service rather than a US-centric one.
- Global Staff Team – Invest in globally skilled staff management, development, and delivery capability for business-centric assets to support the growth of CXPA.
- Community Customization – Evaluate how best to support local communities given their unique needs and limitations on CXPA staff, financial, and volunteer leader resources.

CXPA must create the operational, technological, and governance capacity and capability to establish and sustain multi-year global efforts.

Success requires adaptable internal business processes, knowledgeable staff, sufficient technology, and effective governance mechanisms to support long-term global initiatives.

**Staffing for Global Activity:** Staff should excel in their specific fields and understand how to apply their knowledge globally, highlighting the necessity for global competence and specific market understanding. The unique challenges of global activity, such as longer timeframes and diverse market dynamics, require patient and adaptable personnel. In addition to cultural awareness, consider other essential domains for staff training that may be related, for example, an orientation to the Foreign Corrupt Practices Act (FCPA) so that potential bad actors and their activities can be identified.

**Technological Infrastructure:** Robust technical and communication infrastructures are essential to maintain a global business model. This facilitates staying connected across time zones and catering to diverse market needs. Technology is a crucial enabler in consistently delivering membership value propositions worldwide.

**Business Processes:** Internal processes like strategic planning, research, and monitoring are critical to effectively understanding and serving a global audience. Ensuring that staff are aligned and trained appropriately reinforces a culture supportive of global expansion.

**Governance and Consensus:** Leadership must agree on definitions of success and the resources (time, money) required to achieve these goals globally. Traditional governance models may face challenges due to turnover; hence, mechanisms like steering committees are suggested for long-term oversight of global strategies.

## Appendix 1: Market Assessment Rubric

The CXPA Market Assessment Rubric (Rubric) aims to provide an objective, transparent, and systematic process for helping the CXPA Board and staff identify, evaluate, and select market opportunities for the association. It is intended to support the Board's governance role, aiding in their decision-making (as opposed to being a formulaic determinant of action).

This ensures the association's time, money, and energy are not diluted or wasted. Member resources are invested wisely, and the association is a good steward of this investment.

Creating a decision-making process using a rubric of key evaluation metrics is critical to long-term sustainable success.

While this rubric has been designed to help CXPA compare geographic region decisions, it could serve as a model for similar rubrics evaluating other programs or ventures.

### Criteria Summary

The Rubric collects information in the following areas.

- Mission-based Criteria
- Strategic Goal Alignment
- Market Opportunity
- Opportunity Cost
- Market Understanding
- Operational, Technical, and Cultural Capacity and Competency
- Stakeholder Access and Engagement
- Communication and Marketing

As part of this global strategy research process, the CEO, Steering Committee Chair and Executive Committee have used the Rubric as a decision-making tool to develop Regional recommendations to present to the Board of Directors.

The Rubric can also be used in the future to revisit elements of the strategy or assess new opportunities.

### **Instructions for Future use of the Rubric**

Following the completion of the Rubric, the CXPA Board should be prepared to have an informed conversation based on data and individual perspectives that can help CXPA prioritize resources more effectively.

It is important to remember that the strength of an association Board comes from meaningful engagement of multiple perspectives and data points to arrive at a collective decision on behalf of the Board. This is especially true in an emerging field like customer experience, where it may not be easy to collect objective information to assess every element of consideration. Leadership includes making the best collective decision based on the available data.

1. Individuals will complete this qualitative survey to record their views and rationale.
2. Individuals will compare their findings to identify areas of agreement and disagreement.

Following the completion of the Rubric, CXPA can prioritize resources more effectively.

## Mission-based Criteria

The following question assesses the direct relevance of each market to the association's mission.

Key Question	Market 1	Market 2	Describe Your Reasoning
To what extent does each market align with the CXPA Strategic Plan?			

## Strategic Goal Alignment

The following question assesses each market's alignment with the association's broader strategic goals.

Key Question	Market 1	Market 2	Describe Your Reasoning
To what extent does this contribute to global recognition and understanding of Customer Experience as a valued, trusted, and preferred business discipline?			
To what extent does this contribute to a known, respected professional role and career choice?			
To what extent does this contribute to CXPA's sustainable organizational growth?			

## Market Opportunity

The following questions compare each market's relative size and value and the association's ability to contact individuals within each market.

Key Question	Market 1	Market 2	Describe Your Reasoning
<b>Identifiable – Can CXPA identify individuals potentially attracted to the CXPA and its initiatives? How many are identified?</b>			
<b>Reachable – Can CXPA communicate with these individuals? How?</b>			
<b>Substantial – Are there sufficient individuals within the market to be worth the investment of scarce resources?</b>			
<b>Durable – How durable is the market over time, justifying long-term efforts?</b>			

## Opportunity Cost

The following question guides discussions surrounding the opportunity cost of not targeting particular audiences.

Key Question	Market 1	Market 2	Describe Your Reasoning
<b>What are the known risks of not targeting or engaging with each market?</b>			

## Market Understanding

The following questions evaluate the association's understanding of each unique market and its needs.

Key Question	Market 1	Market 2	Describe Your Reasoning
To what extent is there a market need that CXPA can fulfill, given the competition?			
To what extent does CXPA understand and is willing to adapt to the market's unique social, business, cultural, and other nuances?			
To what extent do relevant CXPA programs and services align with the needs of the market?			

## CXPA Operational, Technical, and Cultural Capacity and Competency

The following questions evaluate the association's operational, technical, and cultural capacity and competency to initiate and sustain activities targeting each market.

Key Question	Market 1	Market 2	Describe Your Reasoning
To what extent do the <u>staff</u> have the cultural competencies to engage the market successfully?			
To what extent do market-specific <u>partners</u> (if applicable) have the cultural competencies to engage the market successfully? To what extent do <u>volunteers</u> leading the effort in each market (if applicable) have the cultural competencies to engage the market successfully?			
To what extent does CXPA have the operational capability and capacity to engage the market successfully?			
To what extent does CXPA have the technical capability and capacity to engage the market successfully?			
To what extent does CXPA have the physical and digital infrastructure to communicate with and serve stakeholders?			

## Communication and Marketing

The following question investigates the association's communication ability within each market.

Key Question	Market 1	Market 2	Describe Your Reasoning
To what extent is CXPA familiar with local digital platforms and the creation of a tailored digital marketing strategy?			



## Stakeholder Access and Engagement

The following questions are designed to evaluate the association's identification, assessment, and access to key stakeholder groups within each market.

Key Question	Market 1	Market 2	Describe Your Reasoning
To what extent does CXPA have the ability to identify and develop relationships with market-based thought leaders?			
To what extent does CXPA have the ability to identify and develop relationships with local market educators?			
To what extent does CXPA have the ability to identify and develop relationships with local market trainers?			
To what extent does CXPA have the ability to identify and develop relationships with local market advocates (members, customers, etc.)?			
To what extent does CXPA have the ability to identify and develop relationships with sponsors, partners, or other industry participants?			
To what extent does CXPA have the ability to identify and develop positive relationships with regulators or other local market policymakers?			
To what extent does CXPA have credible access to CEOs and other C-Suite leaders (in this region)?			

## Appendix 2: The Environment Facing CX Professionals

### What is the world within which markets live and work?

The personal, professional, and organizational issues impacting CX professionals directly influence their needs.

The study investigated 37 factors in 5 domains.

- Customer impact
- Service Impact
- Technology Impact
- Staffing impact
- Professional Impact

The following table identifies the areas selected by at least 50%.

Which of the following will significantly impact the customer experience profession over the next five years? Please select up to three options.	All Respondents	Summary Description
Measuring Success: Hard to measure and show the results of customer experience work.	75%	Measurement
Adapting to Changing Customer Needs: Keeping up with customers' changing personalization, convenience, and speed expectations.	71%	Customers
Using Advanced Technologies: Including artificial intelligence, machine learning, and other new technologies in customer experience plans.	67%	Technology
Showing CX Value: Proving that customer experience projects are worth the investment.	64%	Measurement
Personalizing vs. Standardizing: Finding a balance between offering personalized experiences and efficient, standard processes.	63%	Operations
Creating a Customer-Focused Culture: Making the whole organization care about customer experience.	61%	Customers
Integrating Online and In-Person Services: Ensuring digital and physical customer experiences work well together.	53%	Operations
Omnichannel Integration: Seamlessly integrating multiple channels (online, in-person, mobile, etc.) for a cohesive customer experience.	50%	Operations

Programs, services, and initiatives centered on addressing issues within these areas are more likely to be successful.

## Appendix 3: Strategic Roles for CXPA

Participants in the research were asked to identify the primary issues facing them in CX and then advise CXPA on potential roles designed to help them deal with these issues.

- Research Roles – the discovery of new knowledge.
- Education Roles – knowledge transfer
- External Advocacy Roles – aggregating the power of the CX profession on external audiences.
- Professional Advocacy Roles - aggregating the power of the CX profession on internal audiences.
- Convening Roles – acting as a neutral body for discussion

The following table identifies the roles selected by at least 50%.

<b>Which of the following is the most critical job for the Customer Experience Professionals Association (CXPA) to focus on?</b>	<b>All Respondents</b>
Develop CX Success Stories: Researching and sharing effective CX case studies.	66%
Promoting CX Standards: Advocating for CX standards and best practices.	62%
CX Impact Analysis: Analyzing the business impact of CX strategies.	60%
Host programs designed to increase CX understanding for CEOs and C-Suite Leaders	54%
Showcase CX Innovations within Business Conferences: Increase understanding of CX among non-CX professionals by participating in conferences of other industries.	53%
Research and Thought Leadership Hub: Providing insights for future CX directions.	53%
Influencing CEOs/C-Suite: Communicating the value of CX to senior leadership.	53%

## Appendix 4: Market-based Evaluation

When comparing or targeting a specific country or region, additional detailed analysis will be helpful. This analysis involves the following.

**Perform Market Research:** Conduct primary and secondary research, including, but not limited to, surveys, interviews, or focus groups with professionals who might be interested in CXPA and its initiatives. This provides direct insights from potential stakeholders. In addition, review existing studies, government reports, and industry publications to gather data on the size and characteristics of the market relevant to your association.

**Assess Competitive Landscape** - Identify existing stakeholders targeting the market. Analyze their market share, pricing strategies, and strengths/weaknesses relative to your offering.

**Segment the Market by Priority Audiences** – Identify and evaluate which market segments represent the best opportunity for CXPA.

**Determine if the Market is Big Enough** - Calculate the *Total Addressable Market* (TAM) for your initiative using methods like the top-down approach (using industry statistics and then narrowing down) or the bottom-up approach (aggregating potential customers). The formula for TAM is the following.

$$\text{TAM} = \text{Number of potential customers} \times \text{Average price of product/service}$$

A critical consideration when considering prices is that different markets may have a substantially different ability and capacity to pay. A product, service, or initiative targeting the market must be calculated with the distinct market's financial considerations built into the pricing, sales, and other considerations.

**Determine the Market Penetration Potential** –Estimate the *Serviceable Available Market* (SAM) by taking the portion of TAM that your service can realistically serve, considering constraints like capacity, reach, and competition.

**Break-Even Analysis** - Calculate the units you need to sell to cover costs. If this number is significantly lower than your SAM, it might justify the effort.

**ROI Estimation** - Estimate the potential return on investment by considering both the initial costs of market entry (e.g., marketing, localization, partnerships) and the expected revenue from sales.

In conclusion, understanding the realistic potential of your opportunity in a country or region and creating a precise definition of market value and the breakeven point is essential to a practical assessment of your opportunity.

## Appendix 5: Methodology

The following summarizes key steps in the methodology.

### Secondary Research

Association Laboratory reviewed existing CXPA research to familiarize the team with the association's current knowledge base.

### Strategy Framing

Association Laboratory conducted 30 video interviews with a diverse group of subject matter experts with a combined knowledge of customer experience and historical CXPA activities. The purpose of this research was to investigate internal perceptions of the issues and begin framing more specific research questions.

Following the research, the CXPA Global Steering Committee reviewed the results and provided commentary and ideas to inform the analysis and next steps in the research.

### CX Ecosystem Research

Association Laboratory conducted digital interviews with three external audiences.

- **Members/Nonmembers** - A diverse sample of CXPA members and nonmembers. An online qualitative survey was distributed to a sample of members and nonmembers who had engaged with the CXPA over the last three years. Three hundred thirteen (313) people responded, 165 were members, and 148 were non-members.
- **CX Trainers**—The CXPA database contains a universe of CX training providers. An online qualitative survey was distributed to identify recognized CX trainers' perceptions of CX and CXPA. Seventeen CX trainers were invited to participate in digital interviews, and eight participated in the study.
- **Sponsors** – A universe of CXPA sponsor representatives. An online qualitative survey was distributed to identify perceptions of CX and CXPA from CXPA sponsor commercial representatives. One hundred and seventy-three supplier representatives were invited to participate in digital interviews. Six participated in the study.

Following the research, the CXPA Global Steering Committee reviewed the results and provided commentary and ideas to inform the analysis and next steps in the research.

## CX Member/Nonmember Quantitative Research

Association Laboratory deployed an online quantitative survey with an active email to a universe of CXPA members and nonmembers.

- Association Laboratory disseminated email invitations for the survey to members and nonmembers. Overall, 6,457 valid emails were sent, and 854 responses were received, with a response rate of 16%.
- Non-members who were former members, 159 completed for a response rate of 19%. Members: 600 completed for a response rate of 70%. Non-members who have Never Been a Member: 95 completed for a response rate of 11%.

Following the research, the CXPA Global Steering Committee reviewed the results and provided commentary and ideas to inform the analysis and next steps in the research.

## Analysis and Recommendations

Following the research, Association Laboratory produced a consolidated analysis and a series of recommendations for review by the Board of Directors.

## Appendix 6: About Association Laboratory

**Association Laboratory helps associations make better decisions through research and strategy services, sector research-based insights, and strategic education for association leaders.**

The award-winning company is a national leader in developing sustainable, successful strategies for associations and has been advising associations since 1999 from offices in Washington, DC, and Chicago, IL. You can learn more about us at [www.associationlaboratory.com](http://www.associationlaboratory.com).

### Research and Strategy Consulting Services

Association Laboratory is a full-service research and strategy firm. We lead evidence-based, collaborative engagements addressing the spectrum of association challenges. From strategic planning and membership model design to online education and global expansion, the company helps you identify and implement successful business strategies.

Typical engagements include the following.

Strategic Planning	Membership Value Proposition and Modeling Strategy
Environmental Scanning	Education Strategy
Content Strategy	Component Value Proposition Strategy
Credentialing Strategy	Global Strategy
DEI Strategy	Leadership Strategy

### Association Sector Research and Insights

Association Laboratory collects and disseminates association sector research, aggregating information from hundreds of association leaders, providing you with the most recent, relevant, and helpful information you need to guide conversations at your association.

### Association Leader Education and Competency Development

Association Laboratory produces strategic educational content to help leaders develop the competencies necessary for success. Research-based and peer-driven, this content provides you with an engaging, effective means of improving the success of your leadership and decision-making.

[Click HERE for more information on the company’s association sector research.](#) [Click HERE for examples of the sector reports we produce on the environment-facing associations.](#)