# Qualitative Report of External Stakeholders

# Contents

# Overview

WHERE ARE WE AT IN THE PROCESS AND WHAT ARE WE DISCUSSING TODAY?

# Monday's Discussion
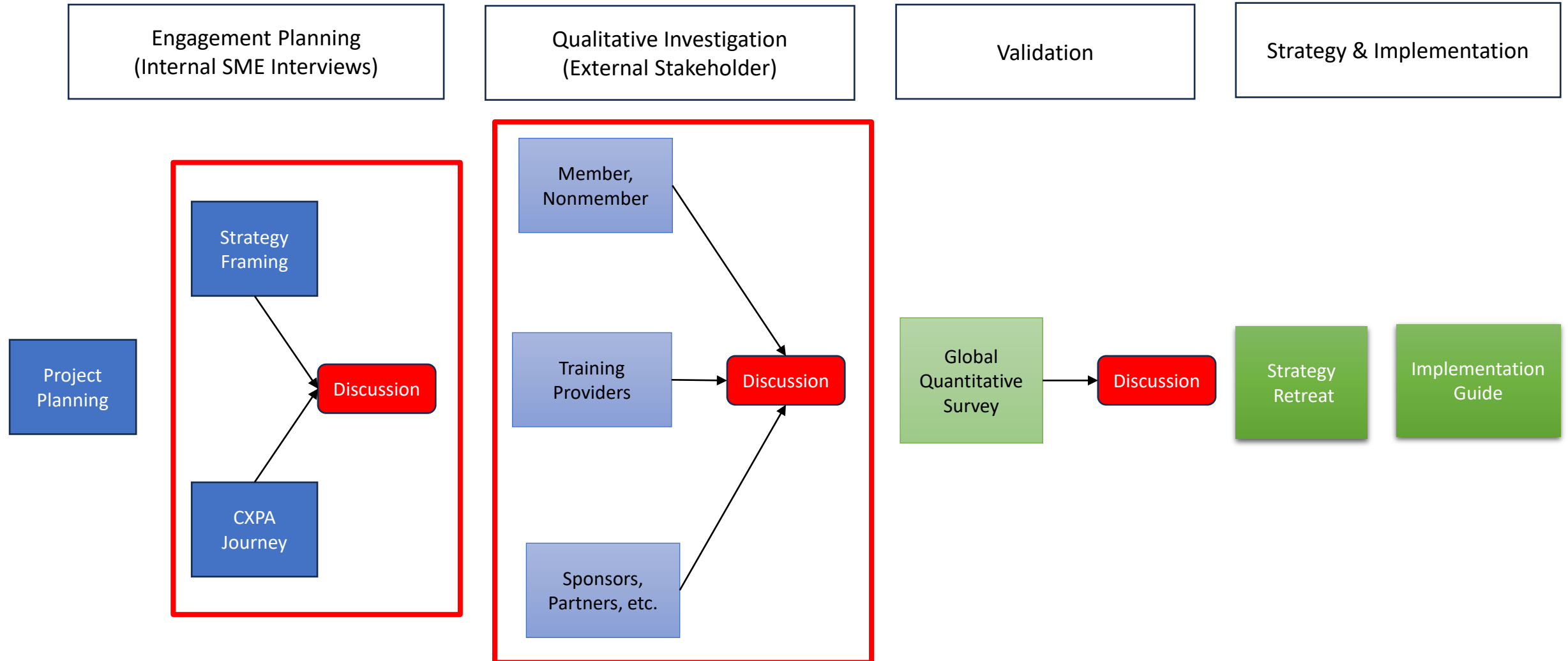
# A Consolidated Look at the CX Profession's Maturity

How would you characterize the maturity of the customer experience field?

The dynamic landscape of Customer Experience (CX) maturity is marked by diverse perspectives, varying significantly across regions and industries, reflecting the nuanced challenges and opportunities inherent in the evolving CX landscape.

## CHARACTERIZATION OF CX MATURITY



Uncertain
19%
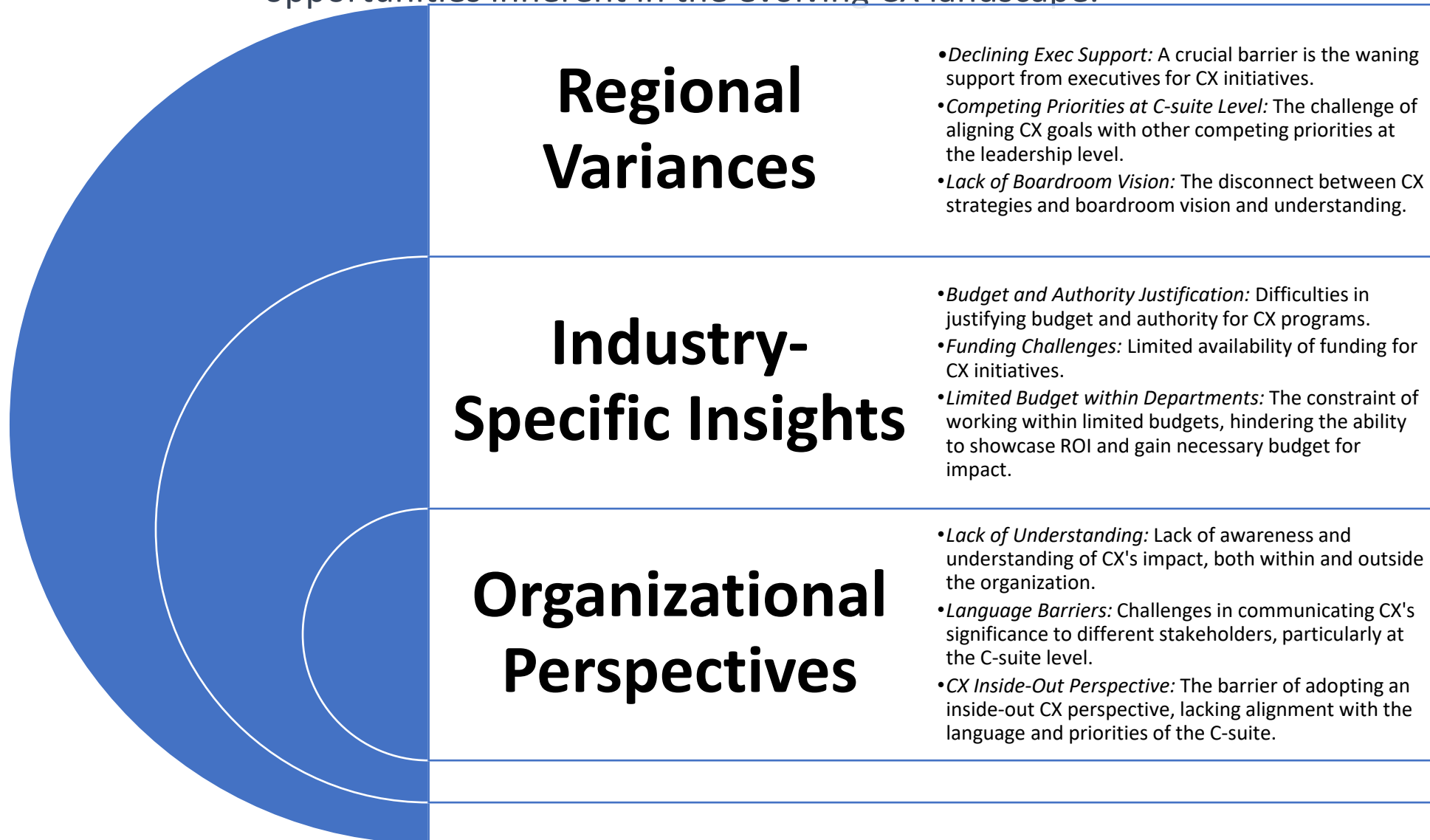
Developing
25%

Mature
25%

Low
31%

How would you characterize the maturity of the customer experience field in your region?

The dynamic landscape of Customer Experience (CX) maturity is marked by diverse perspectives, varying significantly across regions and industries, reflecting the nuanced challenges and opportunities inherent in the evolving CX landscape.

# Regional Variances

- *Declining Exec Support:* A crucial barrier is the waning support from executives for CX initiatives.
- *Competing Priorities at C-suite Level:* The challenge of aligning CX goals with other competing priorities at the leadership level.
- *Lack of Boardroom Vision:* The disconnect between CX strategies and boardroom vision and understanding.

# Industry-Specific Insights

- *Budget and Authority Justification:* Difficulties in justifying budget and authority for CX programs.
- *Funding Challenges:* Limited availability of funding for CX initiatives.
- *Limited Budget within Departments:* The constraint of working within limited budgets, hindering the ability to showcase ROI and gain necessary budget for impact.

# Organizational Perspectives

- *Lack of Understanding:* Lack of awareness and understanding of CX's impact, both within and outside the organization.
- *Language Barriers:* Challenges in communicating CX's significance to different stakeholders, particularly at the C-suite level.
- *CX Inside-Out Perspective:* The barrier of adopting an inside-out CX perspective, lacking alignment with the language and priorities of the C-suite.

How would you characterize the maturity of the customer experience field in your region?

# The Necessary Journey of the CX Profession's Maturity According to Recognized Trainers and Suppliers
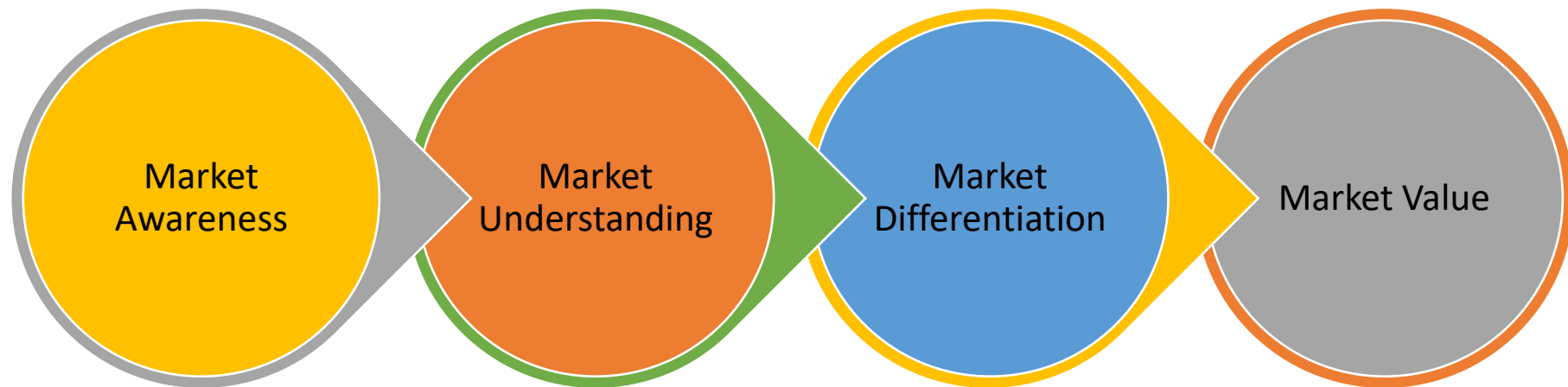
Market Awareness → Market Understanding → Market Differentiation → Market Value

# The foundation will determine the future.

- CX is in its infancy.
- Energy is not the same as maturity.
- Community integrity must begin now.

# Member/Nonmember Research

What are perceptions of members and nonmembers?

# Background & Methodology

GOALS OF THE SURVEY INSTRUMENT AND RESPONSE COMPOSITION.

# Research Questions

**Environmental Scan –** What are the personal, professional, and institutional influences with the most substantial impact on customer experience professionals and what are the implications of these forces on CXPA?

**Goal Development -** What are the goals of customer experience professionals, and how can CXPA align its operations with their success?

**Role Analysis -** What potential strategic roles must CXPA fulfill to be seen as a valued resource, given its members' environment and personal and professional goals

**Member Assessment -** What is the relationship between members and the association, and how can initiatives be aligned with their needs and company parameters.

**Alternatives Analysis -** How do alternatives and competitors influence CXPA's relationship with its members, customers, or other stakeholders?

**Profession Maturity –** How do stakeholder characterize the maturity model of the customer experience profession?

# Methodology

Goal was to receive input from a diverse group of members and nonmembers.

**Instrument**: An online qualitative survey was distributed to a sample of members and nonmembers who had engaged with the CXPA over the last three years.

**Response:** Members and non-members were included in the distribution. Three hundred thirteen (313) people responded; 165 were members and 148 are non-member responses.

There were two reminders sent for each survey.

Results are qualitative research are not statistically valid. They are used to inform quantitative research and provide a deeper understanding of the issues involved.

# Initial Insights

- CXPA faces multifaceted challenges in the CX landscape, encompassing technology, organizational support, demonstrating value, and the evolving role of professionals in the field.

- The Customer Experience (CX) landscape revolves around the integration and understanding of AI, with a particular emphasis on demonstrating its Return on Investment (ROI).

- Professionals in the Customer Experience (CX) field encounter various barriers, encompassing external challenges, industry awareness, organizational challenges, resource and budget constraints, talent and skill gaps, individual challenges, and global considerations, as well as CX strategy and implementation issues.

- CXPA needs to focus on enhancing organizational transparency, independence, and global engagement.

- Considerations for joining CXPA revolve around career trajectory and professional development, focusing on factors such as the cost and benefits to one's career, CCXP status, professional development opportunities, certification, and the quality of in-person conferences..

- The primary reasons for not engaging with CXPA revolve around concerns about transparency, effectiveness, cost, and time constraints..

- The customer experience (CX) field exhibits diverse levels of maturity influenced by factors such as the impact of COVID-19, geographical variances, industry sectors, organizational integration, global recognition, technology adoption, awareness, cultural shift, leadership focus, and challenges in adoption.

# Environmental Scan

What is the world within which CX professionals work?

# What are the three most significant issues facing customer experience professionals over the next 3-5 years? How might this issue impact your needs?

## Lack of Executive Buy-In

- *Potential Budget Reduction:* Without clear benefits, CX risks being seen as a discretionary expense, leading to budget cuts.

- *Limited Organizational Commitment:* Absence of executive support may restrict the whole organization's commitment to CX goals

## Technology and CX Strategies

- *Low Customer Experience Scores:* Overreliance on surveys and inadequate adoption of AI may result in low customer experience scores
- *Insufficient Responses:* Shifting survey methodologies might lead to inadequate customer responses.
- *Misleading CX Programs:* Failure to adopt AI and technology could mislead businesses into investing

## Data Privacy & Ethics

- *Operational Complexity:* Adhering to regulations and ethical considerations introduces operational complexities
- *Job Limitations:* CX professionals may face limitations in job scope due to challenges in managing data privacy and ethics.
- *Trust and Privacy Impact:* Misuse of AI and insufficient attention to data privacy may erode customer trust and impact privacy

# Goals and Outcomes

What are the goals of respondents working in the customer experience space?

# Identified Goals?

In pursuing a comprehensive approach to personal and professional growth within the CX field, this structured set of goals encompasses career advancement, organizational impact, and innovative contributions to propel individuals toward becoming recognized global CX experts.

## Career Advancement and Expert Recognition

- Advance within the CX community through networking, volunteering, and continuous skill development.
- Attain CCXP certification and be recognized as a global CX expert.
- Design and teach a CX course at the university level.

## Organizational Impact and Leadership

- Build the value of CX within your organization.
- Lead a successful customer-centric transformation, demonstrating the ability to build long-term customer loyalty and trust.
- Drive measurable financial impact and growth through omnichannel CX solutions.
- Empower customer-facing employees to be CX advocates and guide brands toward improving the customer experience.

## Innovation and Technology Integration

- Innovate on consulting to build better CX programs and improve customer empathy.
- Introduce advanced AI for digital transformation and omnichannel offerings.
- Develop an in-house suite of CX toolkits.
- Steer tech development and AI application toward CX goals.

In the next three to five years, what are your goals as a customer experience professional?

# Identified **Challenges**?

This exploration delves into key obstacles hindering the advancement of Customer Experience (CX) goals, encompassing challenges related to executive support, organizational alignment, resource constraints, budget limitations, and knowledge gaps.

## Executive Support and Organizational Alignment

- *Declining Exec Support:* A crucial barrier is the waning support from executives for CX initiatives.
- *Competing Priorities at C-suite Level:* The challenge of aligning CX goals with other competing priorities at the leadership level.
- *Lack of Boardroom Vision:* The disconnect between CX strategies and boardroom vision and understanding.

## Resource and Budget Constraints

- *Budget and Authority Justification:* Difficulties in justifying budget and authority for CX programs.
- *Funding Challenges:* Limited availability of funding for CX initiatives.
- *Limited Budget within Departments:* The constraint of working within limited budgets, hindering the ability to showcase ROI and gain necessary budget for impact.

## Knowledge and Perception Gaps

- *Lack of Understanding:* Lack of awareness and understanding of CX's impact, both within and outside the organization.
- *Language Barriers:* Challenges in communicating CX's significance to different stakeholders, particularly at the C-suite level.
- *CX Inside-Out Perspective:* The barrier of adopting an inside-out CX perspective, lacking alignment with the language and priorities of the C-suite.

What are the most significant barriers to achieving your goals as a customer experience professional?

# Association Roles & Perception

How do members and nonmembers perceive CXPA, and what role should CXPA play in their professional lives?

# To help stakeholders deal with the issues and achieve their goals, the most important roles for CXPA would be in creating value, networking, education, global outreach, collaboration and diversity and inclusion

## Value

Increase visibility and advocacy globally
Coalesce and partner with industry partners for a unified view of CX.
Provide education on the relevance of CX to businesses.
Promote customer-centricity.
Stay out in front of controlling CX terminology.
Evangelize CX to the C-suite.

## Networking

More networking opportunities.
Provide meaningful network opportunities.
Increase presence and activities outside America.
Networking and knowledge sharing for aligning CX department goals.
Being a platform for exchanging good and bad experiences.
Open and honest industry discussions, webinars, and training

## Education

More workshops, varying levels of training and accreditations.
Record educational sessions and publish valuable discussions.
Resources and tools for organizations dealing with culture change.
Education and workshops on ROI.
Access to tools and templates for editing.
Education on leveraging GenAI for better customer experiences.

Considering the issues and goals you have identified, what do you believe are the most important roles CXPA could undertake to help you address these issues and/or achieve the goals? -

To help stakeholders deal with the issues and achieve their goals, the most important roles for CXPA would be in creating value, networking, education, global outreach, collaboration and outreach and inclusion.

### Global Outreach

Increased presence in areas globally
Support outside the UK, US, and the Netherlands.
Measure areas where CX is thriving.
Involve and get big names behind CXPA.
Provide more convenient alternatives for testing locations.

### Collaboration

Collaborate across CX-leadership organizations/associations/consultancies.
Partner with industry partners for CX Day and beyond.
Coalesce and partner with industry partners for a unified view of CX.

### Outreach

Become more open and inclusive within a broader base of those entering the CX profession.
Less focus on CX stardom and more on the average CX practitioner.

Considering the issues and goals you have identified, what do you believe are the most important roles CXPA could undertake to help you address these issues and/or achieve the goals? -

# Member and Nonmember Assessment

What is the perceived value of CXPA?

# What works well.

| Community Engagement | Positive experiences with online forums, webinars, and newsletters. |
|---|---|
| | Strong sense of community and camaraderie. |
| | Opportunities for networking and meeting other professionals are highlighted. |

| Credibility and Recognition | CXPA is acknowledged as a reliable and credible source of information. |
|---|---|
| | The CCXP certification is considered prestigious and valuable. |
| | The organization is recognized as an industry leader, with the certification process seen as thorough and credible. |

| Advocacy and Professionalism | Acknowledgment of CXPA's role in establishing a baseline for internationally-respected professionalism. |
|---|---|
| | Appreciation for the organization's commitment to industry standards and best practices. |
| | Positive mentions of industry recognition and the role of CXPA in promoting the CX profession. |

| Educational Resources | Recognition of the quality of publications and the effort to standardize and evolve CX certification. |
|---|---|
| | Mentoring programs, job boards, annual conferences, and forums are praised. |
| | Emphasis on the role of CXPA in providing relevant content for CX professionals. |

# What could be improved.

## Strategic Clarity and Image Enhancement

- Address concerns related to transparency and professionalism within CXPA.
- Discuss strategies to enhance the organization's image, emphasizing its role as a professional entity rather than a casual "book club."
- Introduce the importance of strategic focus to redefine the brand and bolster its value in the eyes of members

## Member Engagement and Support

- Address concerns about poor communication, inadequate support for local networks, and the need for real engagement.
- Discuss strategies for engaging senior executives and increasing outbound PR efforts.
- Emphasize the value proposition for members, ensuring they feel supported and connected.

## Global Expansion and Regional Engagement

- Explore the need for a global presence
- Discuss strategies for understanding and incorporating regional peculiarities to create a more inclusive platform.
- Emphasize the importance of maintaining a strategic global perspective while catering to regional nuances.

## Certification Excellence and Professional Development

- Explore concerns about the efficiency of the CCXP process, certification, and the need for improvement.
- Discuss strategies for enhancing the usability of the website, especially for accessing valuable resources.
- Propose ideas for creating online courses to assist with CCXP exam preparation and support continuous professional development
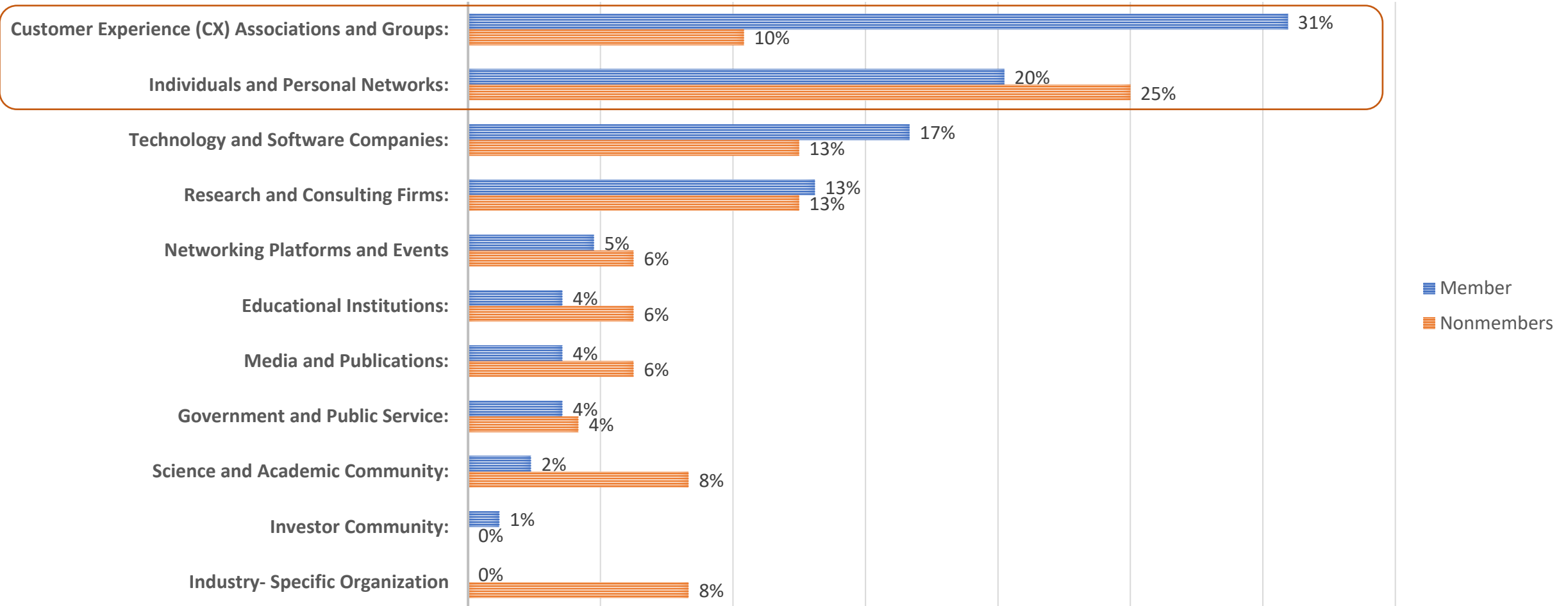
## Reasons to Engage
What are the 2 or 3 factors that you consider when deciding whether or not to renew membership with CXPA?
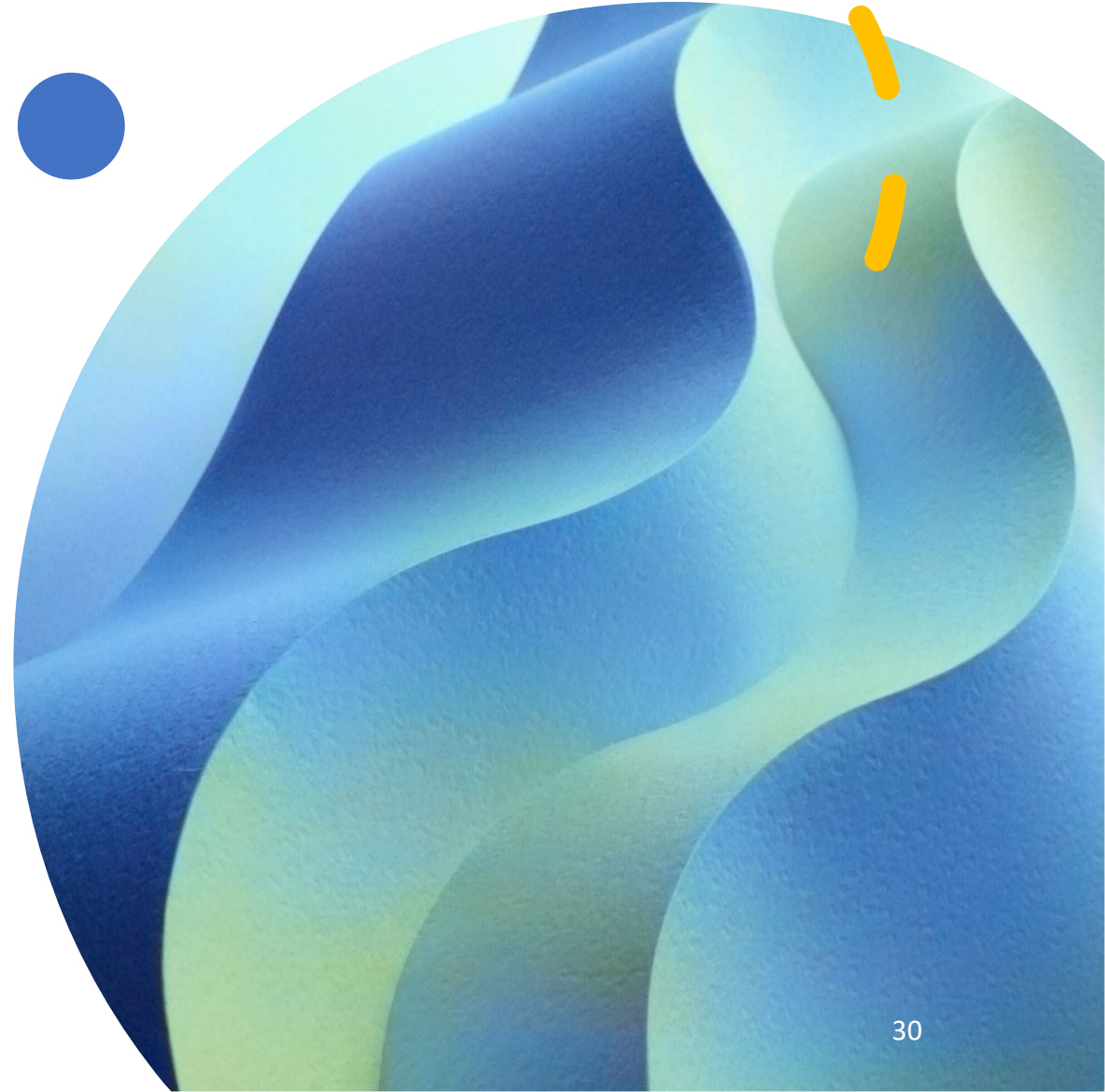
# Alternatives Analysis

What other sources do you turn to for help with issues and goals identified by respondents?

# Where do Respondents Turn for Help?



With what organizations, for-profit providers or people will you turn to for help with the issues and goals you have identified? Please provide reasons for each.
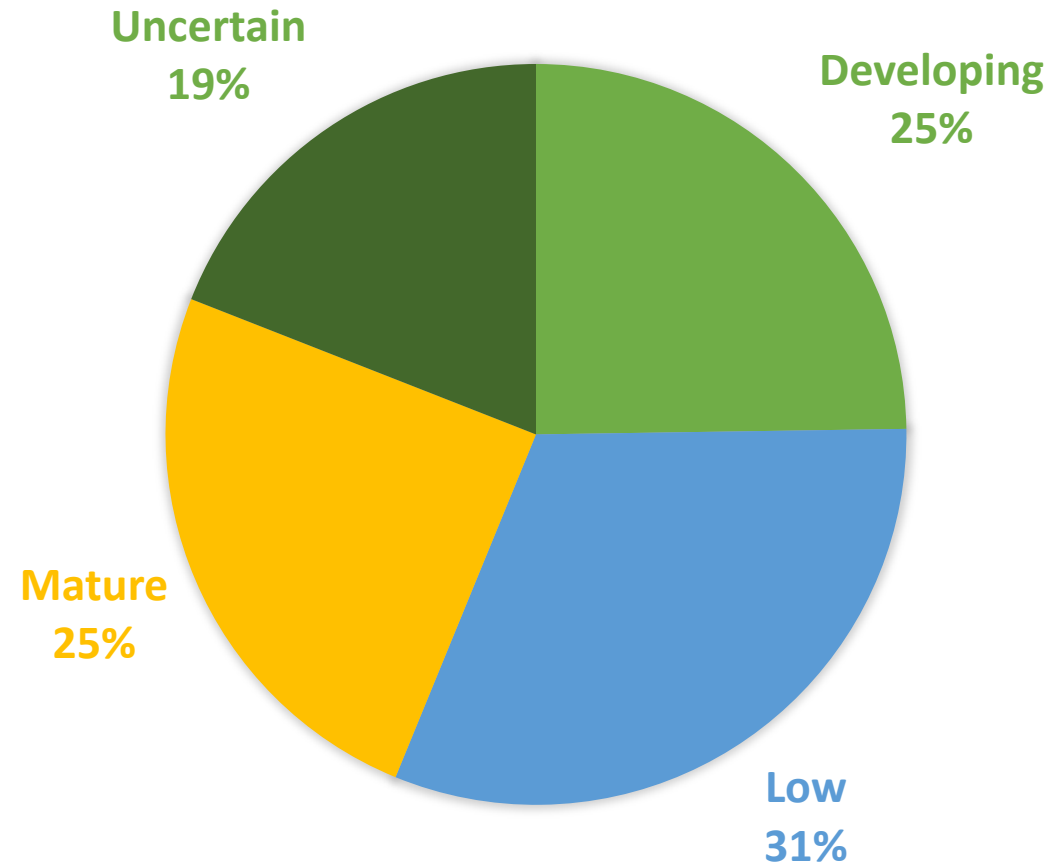
# Reasons Constituents Seek Help Elsewhere

**Professional Development and Education**

**Strategic Collaborations and Networking**

**Vendor & Product-Related Needs**

**Thought Leadership and Strategic Advice**

**Research and Insights**

**Learning and Certification Opportunities**

**Industry Specific Information & Resources**

**Specific Individuals or Consultants**

**Business Strategy**

**Industry Events & Webinars**

# CX Profession Maturity

How would you characterize the maturity of the customer experience field?

The dynamic landscape of Customer Experience (CX) maturity is marked by diverse perspectives, varying significantly across regions and industries, reflecting the nuanced challenges and opportunities inherent in the evolving CX landscape.

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# CX Trainers

What are Recognized Training Provider perceptions?

# Background and Methodology

Goals of the Research, Instrument and Survey Composition

# Research Questions

When you think about the future of customer experience, what are the most substantial issues facing the profession from your perspective as a trainer?

Describe the most substantial gaps between audience needs and current education or training options.

What are the most substantial opportunities for CXPA within this environment?

What are the most substantial challenges for CXPA within this environment?

How would you characterize the maturity of the customer experience field in your region?

Provide an overall assessment of CXPA's Recognized Training Provider program.

# Methodology

- **Goal**: Identify perceptions of CX and CXPA from recognized CX trainers.

- **Instrument**: Qualitative online survey

- **Sample**: 17 CX trainers were invited to participate in digital interviews. Eight participated in the study.

Results are qualitative research are not statistically valid. They are used to inform quantitative research and provide a deeper understanding of the issues involved.

# CX Issues

When you think about the future of customer experience, what are the most substantial issues facing the profession from your perspective as a **trainer**?

The profession and corresponding
industry supporting CX is challenged
by its infancy and
the impact of external forces.

Awareness and
Acceptance

Economic
and
Technology
Disruption

Legitimacy
and
Standards

Differentiation
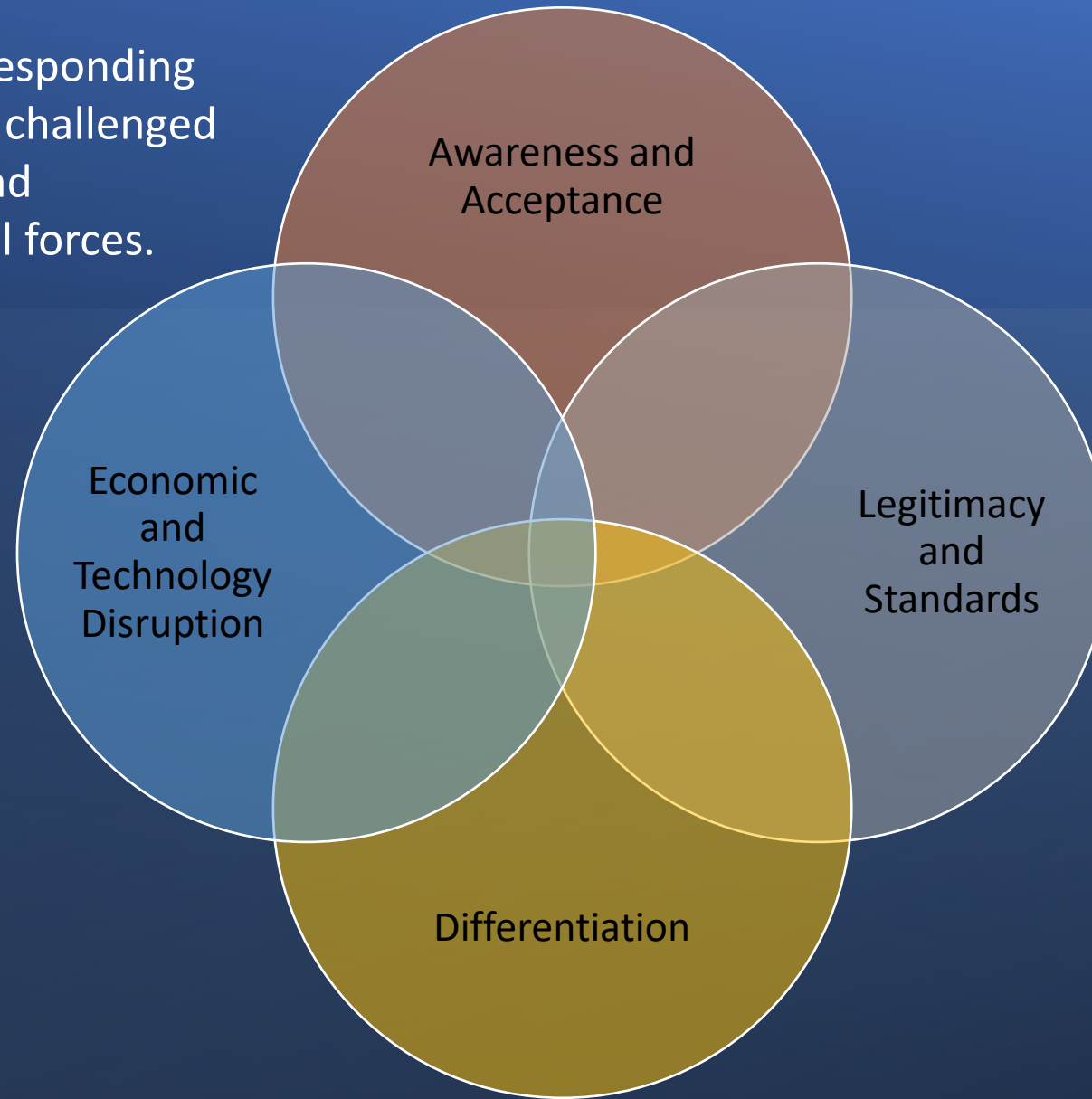
# Key Themes

| | |
|---|---|
| **Professional Legitimacy and Awareness** | There is a perceived lack of recognition of CX as a distinct discipline, leading to an influx of untrained professionals. The burgeoning demand for CX services has outpaced the establishment of rigorous, standardized qualifications, diluting the field's integrity. An important consideration is promoting the criteria for professional certification and links to membership. Prospective CX professionals need to made aware of  the value and scope of professional CX services. |
| **Customer Success vs. Customer Experience** | There is a conflation of Customer Success (CS) concepts with CX concepts creating confusion in the marketplace. CS tends to be more product-focused, whereas CX encompasses a wider, customer-centric approach. The differences are often lost on users. An important consideration is to clearly delineate the roles and scopes of CS relative to CX and develop resources and training programs emphasizing the holistic nature of CX. |
| **Impact of New Technologies** | Rapid adoption of technologies like AI without sufficient understanding poses risks. There's a trend towards adopting new technologies without fully grasping their implications or integrating them effectively into CX strategies. An important consideration is to offer training modules on the responsible and effective use of emerging technologies in CX. |

# Key Themes

| | |
|---|---|
| **Education and Training** | There is a gap in continuous, high-quality education in CX. Many professionals seek quick certification, often through low-quality training programs, leading to a superficial understanding of CX principles. An important consideration is developing and promoting comprehensive, ongoing educational programs. Partner with reputable educational institutions to enhance the credibility and depth of CX training. |
| **Professional Standards and Maturity** | There is a perceived decline in professional standards and limited acceptance of the maturity in the CX field. Indices like the Forrester CX Index may not actually represent the true nature of CS excellence in the industry. An important consideration is the establishment of clear, rigorous standards for professional conduct and competencies. Regularly update and enforce these standards. |
| **Economic and Market Trends** | Economic cycles influence CX investment and focus. In slower economic times, there's a shift towards efficiency, often at the expense of broader CX initiatives. An important consideration is advocacy for the integration of CX into the core strategy of organizations, ensuring its relevance regardless of economic conditions. |

# CX Training Gaps

Describe the most substantial gaps between audience needs and current education or training options.

# Perceived Training Gaps

**Specialist Training and Fundamental Knowledge**

There is a lack of specialist training in CCXP competencies and a clear consensus on fundamental knowledge, confusing training needs. This gap leads to misinterpretation and uncertainty among professionals regarding what training is necessary and beneficial.

**Clarity and Decision-Making**

Professionals are overwhelmed by choices and lack clarity on the ROI and relevance of different training options. The abundance of choices makes it difficult for professionals to assess and select the most appropriate training.

**Bias in Training Content**

Training offerings are often biased towards frameworks, metrics, or tech platforms, neglecting other crucial aspects. This bias may result in a one-dimensional understanding of CX, missing out on the field's broader, more nuanced aspects.

**Career Path and Specialization**

There is 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.

# Perceived Training Gaps

**Practical Application and Case Studies:**

Practical application, including case studies, is critical but often neglected due to time constraints. Theory-based training without sufficient practical application can lead to a gap in real-world skills.

**Central Resource for Competency Advancements:**

There is no central resource to collate and disseminate advancements in CX competencies. This gap hinders the ability of professionals to stay updated with the latest developments in the field.

**Entry-Level Certification:**

The absence of an entry-level CXPA certification leads to a reliance on varied and often low-quality accreditations. This situation creates a disjointed understanding of CX and aligns practitioners with different bodies of knowledge

**Funding and Resource Allocation:**

There is a reluctance to invest in CX knowledge workers, with budgets often skewed towards CX technology. This imbalance creates a pressure to demonstrate ROI without adequately investing in personnel training.

**Trustworthiness and Credibility:**

Professionals are uncertain about which sources to trust for CX training and knowledge. This skepticism can lead to hesitation in pursuing training or adopting new methodologies.

# CXPA Opportunities

What are the most substantial opportunities for CXPA within this environment?

# Strategic Opportunities

CX Leadership and Trust

CX Standards Development and Dissemination

Career Mapping

Continuous Learning and Education

Community Engagement

CX Industry Advocacy

# CXPA Opportunities

**Career Path Development**

Establishing a clear CX career path, including for those entering the field laterally. Create guidelines and resources that outline a structured career trajectory in CX, helping professionals navigate their development.

**Continuous Curated and Customized Education**

Offer ongoing educational programs for CX professionals at all levels. Continuous learning is crucial in a rapidly evolving field like CX. Develop a comprehensive range of educational offerings, from basic to advanced, ensuring they remain relevant and up-to-date. Develop certifications for various stages of a CX professional's career,

**Community Engagement**

Facilitating networking opportunities and engaging in crucial CX discussions on various platforms. Host or participate in online and offline forums, discussions, and events to foster a strong CX community.

# CXPA Opportunities cont.

**Leadership in CX Maturity Discussions**

Be the leading voice in conversations about CX maturity. Engage in thought leadership through articles, whitepapers, and participation in industry discussions, asserting CXPA's expertise. Leverage the CXPA non-profit status to establish trustworthiness in the industry.

**Central Repository for CX Competency Advancements**

Establish standards recognized by the C-suite as benchmarks in CX. Develop and promote standards that define excellence in CX, aligning them with business leadership expectations. Act as the primary source for information on advancements in CX competencies. Compile, curate, and disseminate CX's latest research, best practices, and innovations.

**Influencing the Role of CX in Business**

Lead conversations on the role of CX in organizations and collaborating with other associations. Build relationships with other industry groups and media to promote CXPA's vision and principles of CX management.

# CXPA Opportunities cont.

**Quality Assurance in Partnerships:**

Ensure all associated trainers, sponsors, or vendors adhere to the CXPA Body of Knowledge (BoK). Implement strict quality control measures for partnerships to maintain the integrity of CXPA's educational offerings.

**Enhance the Recognized Training Provider (RTP) Model:**

Optimize the RTP model for greater mutual benefit. Evaluate and adjust the RTP model to ensure it is supportive and beneficial for all stakeholders, including sharing information for resource development.

**Public Endorsement of Authorized Partners:**

Publicly endorse authorized partners to reinforce their legitimacy and value. Develop a system for endorsing partners that meet high standards, enhancing their visibility and credibility.

# CXPA Challenges

What are the most substantial challenges for CXPA within this environment?

# Strategic Challenges

Stakeholder Support

Limited Awareness

Doctrinal Consistency

Differentiation
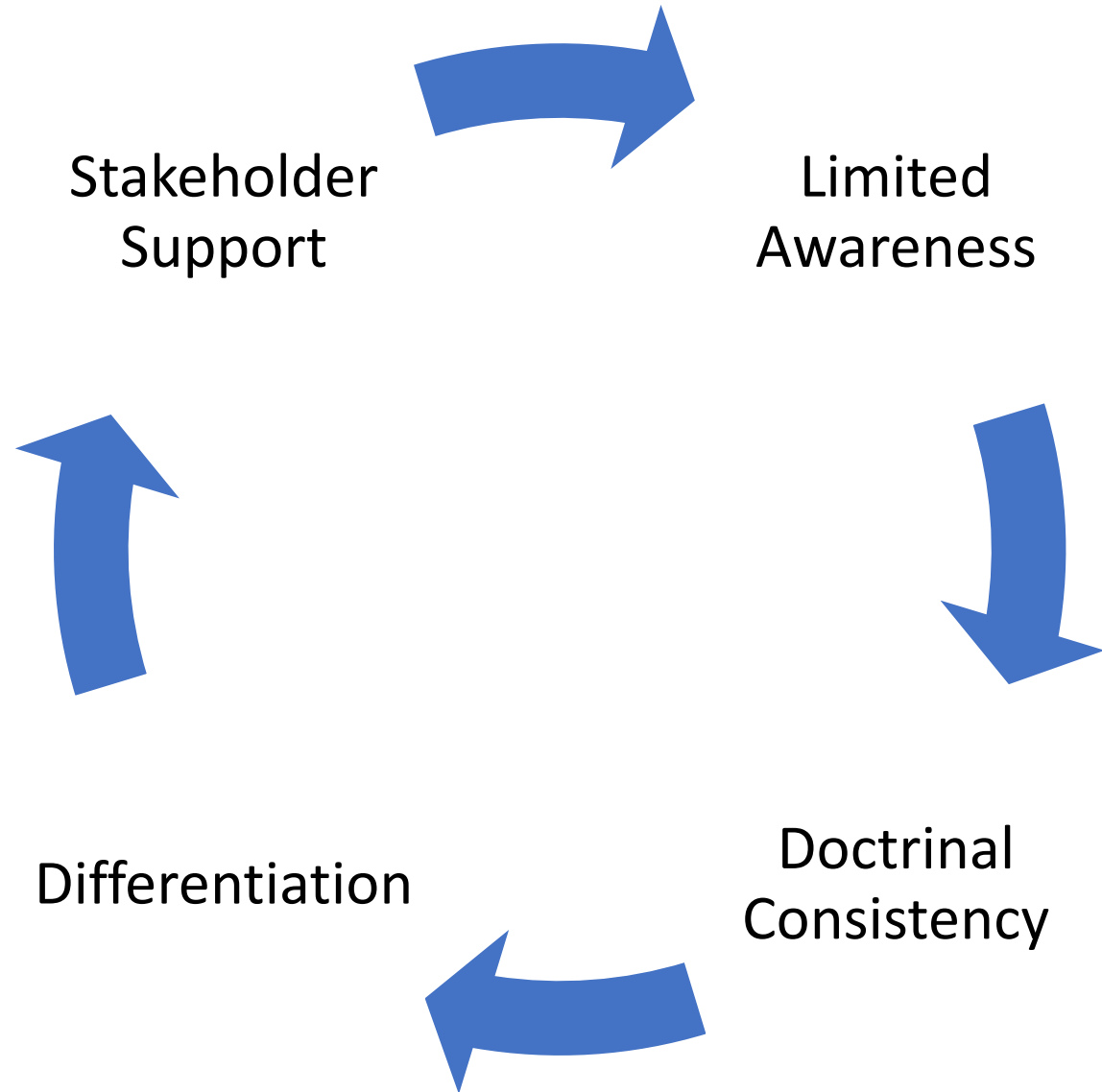
# CXPA Challenges

**Support for Recognized Training Providers (RTPs)**

Existing RTPs receive little support from CXPA. Inadequate support could lead to a decline in the quality and relevance of training programs.

**Consistency in Applying CXPA Framework/BoK**

There is low consistency in applying the CXPA framework or Body of Knowledge within the community. Inconsistent application undermines the credibility and utility of CXPA standards.

**Differentiation from Other Communities**

Difficulty in differentiating CXPA from other emerging CX communities. The emergence of similar organizations can confuse CX professionals about the unique value of CXPA.

**Maintaining Relevance**

Continuously maintaining relevance as a reference point in the CX field. With the rapid evolution of CX practices, staying relevant is crucial for CXPA.

# CXPA Challenges

## Awareness Beyond CX Practitioners

There is a complete lack of awareness of CXPA beyond CX practitioners. Limited awareness restricts the growth and influence of the association.

## Promotion of BoK within Membership

Low focus on promoting the Body of Knowledge within the membership, including issues with pricing and access. Inadequate promotion and accessibility of BoK can hinder the professional development of members.

## Certification Reputation and Effectiveness

The CCXP certification is perceived as having a poor reputation and is not evidently a career-shifter. If the certification process is seen as overly complex or unrewarding, it may deter professionals from pursuing it.

## Recognition of Long-Term Members

No recognition system for long-term CCXPs, such as an 'FCCXP' designation. Lack of recognition for long-term commitment can lead to disengagement among senior members.

## Quality of Member Interfaces and Promotional Efforts

The perceived amateurish approach to membership services and promotional efforts. Low-quality web interfaces and marketing can negatively impact the member experience and the image of CXPA.

# Maturity Model

How do recognized trainers characterize the maturity of the CX profession?

# The Necessary Journey of the CX Profession's Maturity



Market Awareness → Market Understanding → Market Differentiation → Market Value
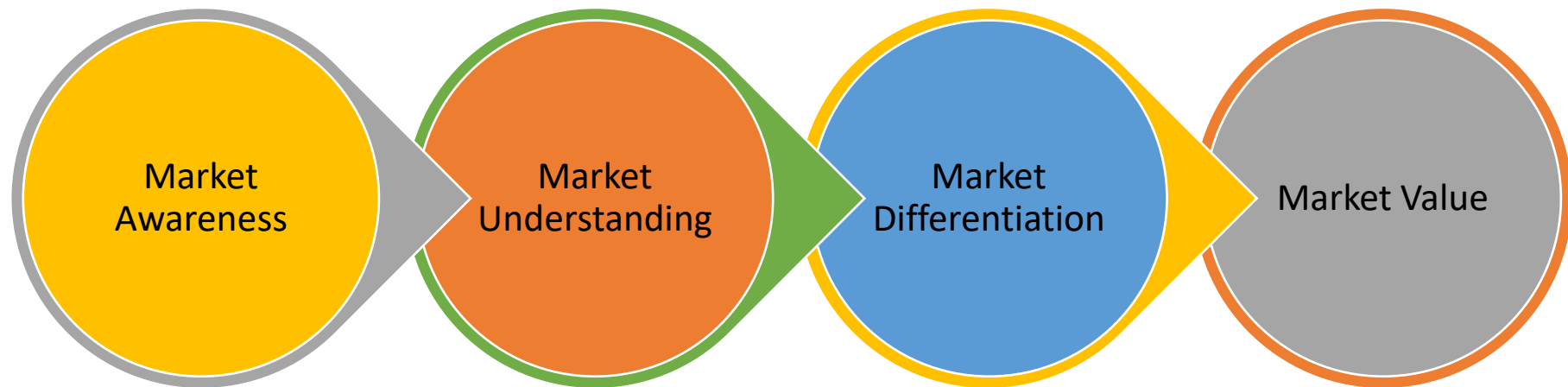
# Characterization of CX Maturity as a Profession

**Recognition vs. Operational Understanding**

While CX is recognized as important, there's a lack of maturity in understanding and operationalizing its competencies. This suggests a gap between acknowledging the value of CX and effectively implementing it in business practices.

**Global Perspective:**

Globally, the field is not considered highly mature, with a tendency to focus more on customer service and digitalization rather than holistic, customer-centric management. This points to a need for a broader, more integrated approach to CX, moving beyond service and technology-focused strategies.

**Crisis Impact and Consistency**

The maturity level fluctuates, often losing ground during crises and not consistently integrated into company cultures. There is a need for more resilient CX strategies that can withstand economic or market fluctuations and become integral to organizational DNA.

# Characterization of CX Maturity as a Profession

**International Expansion and US-Centric Focus**

There's a call for CXPA to move beyond a US-centric focus. Expanding the geographical reach would diversify the perspectives and practices within the CX field and enhance its global relevance.

**Influence of Sponsors on CXPA**

The image and messaging of CXPA are perceived as being overly influenced by sponsors, possibly leading to imbalanced perspectives on CX. This suggests a potential conflict of interest, where sponsor-driven agendas overshadow the diversity of CX competencies.

# Evaluation

Provide an overall assessment of CXPA's Recognized Training Provider program.

# What does CXPA do well?

**Recognition for Training Providers**

The program offers recognition to training providers, which can be valuable for their credibility and market presence. This recognition helps establish trust and authority for the providers in the CX community.

**Strict Evaluation for Access**

Limiting access through strict evaluation ensures a level of quality and standardization in the training provided. This rigorous approach helps maintain the integrity and effectiveness of the training offered.

**Defined Curriculum and Certification**

Having a defined CCXP curriculum and providing official digital certificates of completion are beneficial. These elements contribute to the consistency and professionalism of the training experience.

**Event Visibility and Responsiveness**

Including RTP events in the event calendar and rising awareness and responsiveness are positive aspects. These efforts help in increasing the visibility and engagement of the RTP program.

# What can CXPA improve?

| | |
|---|---|
| **Communication and Engagement with RTPs** | There's a feeling among RTPs of being underappreciated and poorly communicated with. Enhance communication and engagement strategies with RTPs to make them feel more valued and involved. |
| **Market Penetration and Positioning** | Low market penetration and unclear positioning against competing certifications and non-CXPA providers. Develop strategies to increase market presence and clearly define the positioning and unique value of the RTP program. |
| **Adherence to CXPA BoK** | Low adherence requirements to CXPA's Body of Knowledge and lack of enforcement and promotion. Strengthen and enforce adherence to the BoK, and actively promote its importance in the RTP program. |
| **Navigation and Clarity** | Difficulty navigating the offerings due to the abundance of RTPs and lack of clear, compelling information about them. Improve the organization and presentation of information on RTPs to make it more user-friendly and informative. |
| **International Collaboration and Governance** | Underutilization of international partners in the governance and operation of the RTP program. Increase collaboration with international partners to enhance the global relevance and diversity of the program. |

# Association Laboratory's Strategic Focus

Association Laboratory is a globally recognized and award-winning company serving a client base of leading professional societies and trade associations since 1999. Contact us at www.associationlaboratory.com. Our three strategic areas of focus include:

## 1 Research & Strategy Consulting Services

Helping association leaders develop successful strategy across multiple domains.

| | |
|---|---|
| Strategic Planning | Membership Strategy |
| Environmental Scanning | Education Strategy |
| Content Strategy | Component Strategy |
| Credentialing Strategy | Global Strategy |
| DEI Strategy | Leadership Strategy |

## 2 Sector Research & Insights

The association sector's leading producer of association sector research.

Key studies include

- Looking Forward® Impact
- Looking Forward® Solutions
- Looking Forward® DEI

## 3 Education & Competency Development

Producing strategic educational content helping association leaders develop the competencies necessary for success.

# CX Supplier Research

What are perceptions of CXPA commercial partners?

# Background and Methodology

Goals of the Research, Instrument and Survey Composition

# Methodology

- **Goal**: Identify perceptions of CX and CXPA from CXPA supplier representatives.

- **Instrument**: Qualitative online survey

- **Sample**: 173 supplier representatives were invited to participate in digital interviews. Six participated in the study.

Results are qualitative research are not statistically valid. They are used to inform quantitative research and provide a deeper understanding of the issues involved.

# Research Questions

When you think about the future of customer experience, what are the most substantial issues facing the profession from your perspective as a provider?

What are the most substantial opportunities for CXPA within this environment?

What are the most substantial challenges for CXPA within this environment?

How would you characterize the maturity of the customer experience field in your region?

How do you believe CXPA could help you make substantive progress towards achieving the goal(s) you identified earlier?

Provide an overall assessment of CXPA's programs for industry partners.

# CX Issues

When you think about the future of customer experience, what are the most substantial issues facing the profession from your perspective as a provider?

# The Necessary Journey of the CX Profession's Maturity



Market Awareness → Market Understanding → Market Differentiation → Market Value
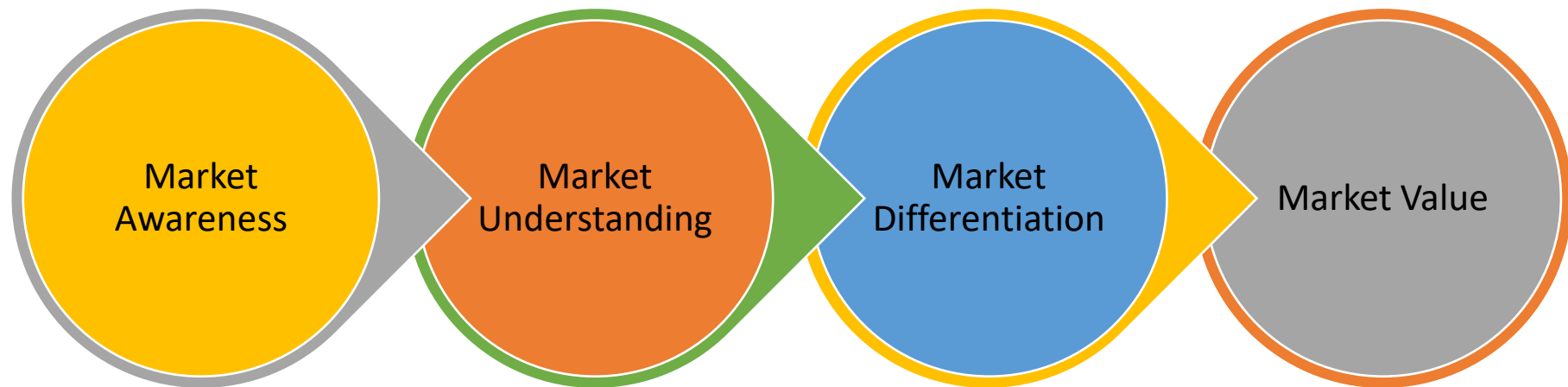
# Key Themes

| Influencing Organizational Culture | Differentiating CX from Customer Engagement | Communicating Value of Smaller CX Platforms | Explaining the Value of Certification | Buyer Interest in Customer Centricity Journey |
|---|---|---|---|---|
| The challenges of embedding a customer-centric mindset within the organization's culture, which can be a significant challenge. | The ongoing confusion between CX and customer engagement, stressing the need for clear communication about the distinct roles and benefits of each. | The misconception that only large, well-known CX platforms are effective, overlooking the potential benefits of smaller solutions. | The fact that the value of CX professional certification is not universally understood or recognized, pointing to a need for better communication and awareness. | The growing interest from buyers in understanding and implementing customer-centric strategies and the overall CX journey. |

# Key Themes

| Sustained Organizational Commitment to CX | Ensuring Continuous ROI Delivery | Metrics and Reporting | Integrating CX into Organizational Culture |
|---|---|---|---|
| `Emphasizing the need for ongoing commitment to CX within organizations to ensure its effectiveness and relevance. | Highlighting the importance of consistently demonstrating the return on investment from CX initiatives. | The challenge of deciding what to measure and how to report CX data emphasizes the need for comprehensive and meaningful metrics. | The need for CX to be a fundamental part of the company culture, rather than an isolated business function. |

# Key Themes

## Globalizing CX Teammate Behaviors

Finding ways to make CX behaviors global, especially in the context of learning and development (L&D), indicates a challenge in standardizing CX practices across different regions and cultures.

## Over-Reliance on Surveys and NPS Scores

This critique, as in the previous text, points to a narrow focus on specific metrics at the expense of a broader understanding of customer insights.

## CX Teams' Impact on Business Metrics

The text implies that CX teams often fail to directly tie their work to key business metrics like acquisition, retention, and growth, leading to undervaluation.

## CX Under-Resourced and Undervalued in Organizational Structure

Finally, the challenge that CX often gets subsumed under other teams like marketing, leading to it being under-resourced and undervalued, is highlighted.

# Opportunities

What do you believe are the most substantial opportunities for CXPA within this environment?

# What do you believe are the most substantial opportunities for CXPA within this environment?

**Market Dynamics and Choice**: CX suppliers are in flux in a rapidly evolving CX market landscape. This competitive environment has many players, where differentiation and adaptability are key. CXPA can focus on helping its members navigate these market dynamics effectively.

**Presence of Bad Actors**: The mention of "a LOT of bad actors" in the CX space signifies the industry's challenges of quality assurance and ethical practices. CXPA could be vital in setting industry standards and ethical guidelines to elevate the profession's integrity.

**Demonstrating Business Value**: Emphasizing the need to prove the business value of CX initiatives is crucial. This involves linking CX strategies to tangible business outcomes like revenue growth or customer loyalty. CXPA could facilitate resources and training to help professionals articulate and measure this value.

**Strategic Importance of CX**: The need for CX professionals to gain "a seat at the table" in business strategy discussions is significant. This suggests a gap in recognition of CX's strategic value, which CXPA could address through advocacy and education.

# CXPA Opportunities cont.

**Organizational Culture and Customer Focus**: Influencing organizational culture to prioritize customer needs and interests is essential. This complex challenge requires changes in mindset, processes, and leadership. CXPA can provide best practices and case studies to guide such transformations.

**Differentiating CX from Customer Engagement**: There is a need for clear communication about the distinct roles of CX versus customer engagement. CXPA can aid in clarifying these concepts for both professionals and businesses.

**Perceptions of CX Platforms**: Communicating that smaller CX platforms can be as effective as larger ones is a key issue. This suggests a misconception about the size and effectiveness correlation, which CXPA could help dispel.

**Value of Certification**: The perceived value of CX certification is limited. This suggests a need for more awareness about the benefits of professional accreditation and its relevance to careers and business outcomes. CXPA could emphasize the importance of certification in professional development and credibility enhancement.

# CXPA Opportunities cont.

**Buyer Interest and Journey Understanding**: There is a growing interest of buyers in customer centricity and the CX journey. CXPA could provide insights and resources on communicating and implementing these concepts effectively.

**Sustained Commitment and Continuous ROI**: The importance of sustained organizational commitment to CX and ensuring continuous ROI delivery are crucial themes. These point to the need for long-term strategies and consistent demonstration of value, areas where CXPA could offer guidance.

**Effective Metrics and Reporting**: The challenge of what to measure and how to report CX data is an issue, indicating a need for comprehensive, relevant metrics. CXPA can assist by developing standardized measurement frameworks. There is an over-reliance on surveys and NPS scores, neglecting broader customer insights, which suggests a need for a more holistic approach to CX measurement.

**Integrating CX into Organizational Culture**: There is a need for CX to be deeply embedded in company culture, not just treated as an add-on.

# CXPA Opportunities cont.

**Providing a Trusted Voice in the Market**: The opportunity for CXPA to act as a trusted authority in determining credible and ethical CX providers is significant. This could help differentiate quality services and combat the presence of bad actors in the market.

**Showcasing Differentiation for CX Companies**: Helping CX companies articulate what makes them unique is crucial in a crowded market. This involves promoting different CX approaches and supporting companies in developing unique value propositions.

**Thought Leadership**: There's a substantial opportunity for CXPA to lead in providing insights and forward-thinking ideas in CX. This involves disseminating current best practices and anticipating future trends and challenges in the field.

**Elevating CX's Strategic Role**: The text underscores the need to elevate the profile of CX as a key strategic contributor in organizations. This would involve advocating for CX's integration into core business strategies and decision-making processes. Differentiate quality services and combat bad actors' presence

# CXPA Opportunities cont.

**Education and Development of CX Professionals**: Emphasizing CX practitioners' continuous education and professional development highlights a critical role for CXPA. This could be achieved through formal education programs, certifications, and ongoing learning opportunities.

**Formats for Idea and Challenge Sharing**: Providing platforms for CX professionals to share ideas and challenges is an opportunity to foster community and collaborative problem-solving within the field.

**Global Advocacy and Awareness**: There is an opportunity for CXPA to advocate for CX on a global scale to multiple audiences, creating awareness about the successes and value of CX initiatives worldwide.

**Organizational Structure and Value of CX**: The challenge of CX being under-resourced and undervalued, often getting stuck under teams like marketing, is highlighted. This suggests a need for advocacy by CXPA to elevate the status and resources allocated to CX within organizations.

# Challenges

What are the most substantial challenges for CXPA within this environment?

# What do you believe are the most substantial challenges for CXPA within this environment? - 1.

**Lack of Awareness Beyond CX Roles**: CXPA is not widely known outside of customer experience professionals, indicating a need for broader marketing and awareness campaigns to enhance its visibility and relevance across different business domains.

**Perception of Pay-to-Play**: CXPA appears to be seen as one that can be influenced by financial contributions, raising concerns about its integrity and the value it offers. Addressing this perception is crucial for CXPA to establish itself as a legitimate and unbiased professional body.

**Acceptance Among Business Leaders**: Gaining recognition and acceptance as a mature and legitimate association among broader business leadership is a significant challenge. This involves demonstrating the strategic value of CX and the role of CXPA in driving business success.

**Delivering Value**: Like many associations, CXPA faces the challenge of continually providing value to its members. This involves ensuring that membership benefits, resources, and services are aligned with the evolving needs of CX professionals.

# CXPA Challenges cont.

**Time Investment Concerns**: In a time when people may be less inclined to join associations, CXPA must demonstrate that membership and participation are worth the time investment. This could involve offering more targeted, efficient, impactful resources and networking opportunities.

**Local Chapter Engagement**: Engaging local chapters without relying on advertising is a challenge. This suggests a need for more organic and community-driven strategies to stimulate local involvement.

**Supporting National and Local Chapters**: It is crucial to elevate and effectively support both national and local chapters to ensure they are vibrant and valuable parts of the association.

**Engaging a Broad Spectrum of Influencers**: A challenge in ensuring engagement with influencers outside the CX community is key for cross-disciplinary learning and enhancing CX principles' influence in other areas. It is crucial to elevate and effectively support both national and local chapters to ensure they are vibrant and valuable parts of the association.

# Maturity Model

**How would you characterize the maturity of the customer experience field in your region?**

# The foundation will determine the future.

- CX is in its infancy.
- Energy is not the same as maturity.
- Community integrity must begin now.

# How would you characterize the maturity of the customer experience field in your region?

## The Immaturity of the Field

While basic recognition of CX exists, the field of CX is "still new to many. " Despite the presence of many professionals, CX as a discipline is still in its early stages of development and integration into business strategies. The comparison with established fields like legal or accounting underscores a desire to achieve similar levels of acceptance and formalization.

## High Concentration of CX Professionals

In areas with high concentrations of CX professionals (ex: Salt Lake City), there is a potentially vibrant community, yet the high concentration doesn't necessarily translate to maturity in the field.

## Commercialization Concerns

Concerns about the local CXPA networks being chaired by a competitor and the commercialization of the chapter highlight potential conflicts of interest and a focus on commercial gains over community building. This could hinder the development of a cohesive and neutral CX community.

# Goal Accomplishment

**How do you believe CXPA could help you make substantive progress towards achieving your goal(s)?**

# How do you believe CXPA could help you make substantive progress toward achieving your goals?

## Transparency:

There's a call for greater transparency in CXPA's operations and decision-making processes. This could involve clear communication about how leaders are chosen, how programs are developed, or how contributions are recognized.

## Embracing All CX Companies:

The desire for CXPA to be inclusive of all CX companies, regardless of their size or market influence, suggests a need for equal opportunities and representation for different members of the CX community.

## Diversity of Speakers and Leaders:

Participants voiced a need for new faces and voices, indicating a perceived over-representation of certain. Introducing a wider range of experts and professionals can bring fresh perspectives and ideas to the association.

# How do you believe CXPA could help you make substantive progress toward achieving the goal(s) you identified earlier?

**Continued Program Development and Education**:

Emphasizing the need for ongoing program development, particularly in how CX integrates into organizational strategy, suggests a demand for more advanced and strategic educational content.

**Expanded Networking and Learning Opportunities**:

There's a call for more opportunities for CX professionals to interact and learn from each other. This could involve networking events, roundtables, and collaborative learning platforms.

**Conducting More Industry Research**:

The request for more industry research indicates a need for data-driven insights and trends that can inform CX practices and strategies.

**Establishing Standards Against Commercialization**:

A need for standards that prevent the use of CXPA leadership positions for personal or corporate marketing was identified, aiming to maintain the integrity of the association.

# How do you believe CXPA could help you make substantive progress toward achieving the goal(s) you identified earlier?

## More Opportunities to Contribute to CXPA:

There's a desire for increased opportunities for members to contribute to CXPA, potentially in content creation, program development, or leadership roles. More opportunities to create awareness could involve marketing initiatives or public outreach programs to increase the visibility of CXPA and its members' work.

## More Roundtable Events:

The appreciation for roundtable events indicates their effectiveness in facilitating discussion, sharing best practices, and collaborative problem-solving.

# CXPA Industry Partner Evaluation

**Provide an overall assessment of CXPA's programs for industry partners.**

# CXPA Evaluation

**Pay-for-Play Perception**:

The theme of a 'pay-for-play' dynamic suggests a perception that financial contributions significantly influence participation and visibility within CXPA. Addressing this concern is crucial for maintaining the integrity and democratic nature of the association.

**Program Submission and Voting Process**:

Concerns were raised regarding the program approval process, suggesting a desire for more member involvement in decision-making.

**Flexible Sponsorship Programs**:

The call for more flexible sponsorship opportunities suggests that current programs might be too rigid or inaccessible for some members. Tailoring these programs to accommodate a broader range of sponsors could increase participation and satisfaction.

**Directories of Solution Providers and Studies**:

Providing directories of solution providers and conducting studies to help sponsors understand their awareness and reputation within the association could aid in better matching services with needs and enhancing sponsor visibility.

# CXPA Evaluation

**Evaluation of Leadership Conferences and Sponsorship Programs**:

The scores given to the leaders' conference and the sponsorship program (3.5 out of 5) suggest moderate satisfaction but room for improvement. The willingness to provide ideas for improvement highlights an opportunity for collaborative development.

**Communication and Support for Local Networks**:

Enhancing communication, engagement, and support for local networks could help build stronger community ties and increase the effectiveness of local CX initiatives.

**CX Day, Webinars, Certification**:

Mentioning these events and offerings indicates their importance. Continuous evaluation and improvement of these programs could enhance their value to members.

**Mentoring and Volunteering Challenges**:

The difficulty in gaining visibility and respect through mentoring or volunteering efforts, coupled with the feeling that many members are not as persistent or welcomed, points to potential gaps in how CXPA manages or acknowledges volunteer contributions.

Time for discussion.

# Association Laboratory's Strategic Focus

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**1**

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| | |
|---|---|
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**2**

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