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## Strategy Framing Research Report

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## Executive Overview - CXPA Opportunities



The topics and areas discussed in the preceding sections, and the ideas and the opportunities identified, came out of almost 30 hours of conversation with some of the most experienced CX professionals involved in the CXPA today.

Although they are presented in an integrated fashion, it should be clear that they have not only come from different people, but also as different parts of different conversations.

What is clear is that there was very little variation in passion, direction, and perceived mission between interviews. CXPA has focused on formalizing CX practice, and it now has to decide how to apportion resources into scaling the CX practitioner base worldwide, and to achieving global recognition and support for CX as a business discipline.

Many times during interviews, PMI (Project Management Institute) suggested as a desired model, the PMP (Project Management Professional) aligned with the CCXP. Discussions about the fact that project management as a discipline, PMI as an organization, and PMP as certification are all well recognized, and don't need to be explained every time a project comes up was contrasted with the CX experience. CX as a discipline is not understood by business leaders, appreciated operationally, and CXPA and CCXP are somewhat unknown outside of CX practitioner circles. Whether or not the comparison between PM and CX is a good one or not, it does reveal that there is an entire area of the CX industry that is underdeveloped, that could make or break CX as a practice.

Added to the fact that no comprehensive maturity<sup>1</sup> model has yet been developed, leaves CXPA without a data driven and transparent way to make expansion and investment decisions. The initial CX communities are undoubtedly what built CXPA into the organization capable of creating a body of knowledge and a certification, that has driven CX knowledge and adoption to the point it is today.

Firstly, simply scaling the original CXPA model worldwide, will not have the effect of driving the recognition, need and adoption of CX beyond where it is today, as discussed, that will take advocacy<sup>2</sup>.

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<sup>1</sup> The term maturity has not gained final approval and may change to a different descriptor.

<sup>2</sup> The term *advocacy* has not gained final approval and may change to a different descriptor.

Secondly, scaling the original CXPA model, while ignoring the burgeoning CX market that has developed in the last 15 years, ignores the sophistication that will need to be applied to investment and activity in the next 15 years. These decisions will require CXPA to be better informed about regional CX development and maturity<sup>4</sup>, and able to make informed, data driven, transparent decisions.

CXPA also needs to move to assume the position to external stakeholders as the independent, pure CX authority, that it recognizes internally. It needs to become the destination of industry leaders and practitioners alike, each seeking their own CX answers. As such, CXPA can become the backdrop to all CX activity, regardless of whether it is thought leadership, CX discipline, or CX application. It will not compete with other industry players, merely provide the context in which they operate, as such be present in every CX room, and regarded as truly independent and unquestioned.

Some very clear suggested outcomes to address such thinking that came from this phase, are presented below:

- CXPA needs to leverage its expert and independent position to advocate CX to senior business leaders<sup>3</sup>, create a CX market, and generate demand for CX and CX practitioners.
- CCXP needs to be a step in the expert CX journey, not an end.
- CXPA needs to develop maturity<sup>4</sup> maps<sup>5</sup> and metrics for regions, corporations and practitioners to enable transparent global data driven investment, and targeted CX advocacy.
- CXPA needs to decide if and how it will grow its international networks and international communities<sup>6</sup>.
- CXPA needs to (co)develop value for professionals not wholly involved in CX, or not seeking CCXP certification.
- CXPA needs to become intentionally operationally global, and frictionless to deal with.

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<sup>3</sup> Senior Business Leadership should include the Chief Customer Officer (CCO).

<sup>4</sup> The term maturity map has not gained final approval and may change to a different descriptor.

<sup>5</sup> At this point it is not decided whether there should be a CXPA independent consensus-based maturity model, and whether that would be adopted in a sea of other maturity models, or whether this may be internal to CXPA only.

<sup>6</sup> The definition of communities is still to be decided.

## Chapter 1- Strategy Framing Research and Reporting Methodology



### Interview Methodology

This first phase- Strategy Framing Research and Reporting, comprised about 30 one-hour interviews between Matty Rubenstein of Association Labs, and senior leadership and volunteers of CXPA. The interviews were performed over Zoom, and notes taken during discussions.

While asking questions around the core topics listed below, Matty at times injected association industry thoughts and best-practices to help interviewees broaden their initial thinking, and enable them to challenge the status-quo of the organization and CX as they perceived it.

The interviews were in an informal discussion format, did not follow any script or question list, and each varied from one participant to another. The outcomes were not quantitative, but more of a qualitative method, with participants invited to share mental models, thoughts on approaches and share personal experiences.

The outcome of these interviews will be used to help the steering committee and board to understand how CXPA views itself and its current operations and assets, as well as to help it to envisage a future state.

These outcomes are detailed in this report, and will be supported by a deck during review with the CXPA steering committee.

## Interview Purpose

This series of interviews was intended to build a model connecting:

- the CX industry
- CX practitioners
- CX consumers
- the CX domain
- the CXPA
- the CCXP certification



from the perspective of more senior CX practitioners, long time CCXP holders, and the CXPA board and senior volunteers.

## Interview Content

Seed questions were presented in different orders to prime the interviewee responses.

They focused on 5 broad topics:

- i. What has CXPA achieved?
- ii. What is CXPA today?
- iii. What could CXPA become tomorrow?
- iv. What will enable such a future?
- v. What will inhibit such a future?

Interviews uncovered many themes including:

- i. CCXP models, lifecycle, education and value.
- ii. CXPA & CCXP global issues and approaches.
- iii. CX as a domain.
- iv. CX as an industry.
- v. CCXP & CXPA education models.
- vi. CXPA's current and future roles.

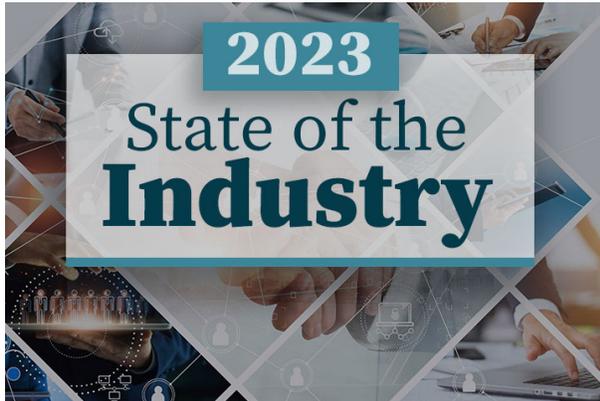
Several themes emerged repeatedly, indicating their prominence and the variability in approach and discussions by each participant. These themes form the content of the next two chapters of the report. Chapter 2 is a high level thematic view and discussion, whereas chapter 3 delves into more detailed answers to questions that underly the themes. It explores the differences and similarities discussed by different participants, that should be understood and considered by the steering committee.

## Interviewees

Association Laboratory thanks the following interviewees for participating in this research phase:

<b>Interviewee</b>	<b>Region</b>
Greg Melia, CAE	USA
Nienke Bloem, CCXP	Europe- Netherlands
Mohammed Latib	USA
Marc Karschies, CCXP	Middle East- Dubai
Jayalakshmi Sudarshan, CCXP	Asia- India
Tabitha Dunn, CCXP	USA
Barbie Fink, CCXP	USA
Roxana Strohmenger, CCXP	USA
Sebastien Munar, CCXP	LATAM- Peru
Adrienne Bryant, CAE	USA
Amy Shioji, CCXP	USA
Anita Siassios, CCXP	Oceania - Australia
Benjamin Easaw, CCXP	USA
Gabe Smith, CCXP	USA
Georges Essama, CCXP	Africa- Cameroon
Thomina Voziki, CCXP	Europe – Greece
Ian Golding	UK
Ankesh Agarwal	Dubai
Eytan Hattem	Israel / France
Karyn Furstman	USA
Rebekah Kabugo Mugisha	Africa- Uganda
Lauren Feehrer, CCXP	USA
Richard Mayne	Singapore
Bryan Sander	USA
Olga Potaptseva	Eastern Europe- Georgia
Megan Burns	USA

## Chapter 2- Key Themes from the Interviews



### State of the Industry

Discussions around the understanding and adoption of CX by the greater business community revealed that most if not all CX engagements are a hard fought, bottom-up/lateral battle to introduce a shared understanding of what CX is, and what the implications that a CX implementation brings to a company.

There is also the question of how CXPA or CCXP can help those to whom CX is either only a part of their role, or part of a decision that they need to make. Conversely, there was discussion about the knowledge that CX leaders need, that is not directly CX related, and may be part of a more a general business education portfolio, including subjects such as finance, marketing, product development and the like.

CXPA has done a great job of formalizing and sharing a body of knowledge, as well as institutionalizing the CCXP as a seal of expertise for practitioners. However, it has not created a CX market that drives a top down adoption of CX, an understanding of the value of a CCXP, and the true value of CX as a business differentiator. Put simply, CX is still not well understood<sup>7</sup> by public and private sector leadership. It is generally agreed that even if CXPA could flood the market with CCXPs, that not only would there not be jobs for all of them, but they still would be unable to drive CX adoption in the greater business world. There was discussion around how CX-PA may need to broaden its remit away from professional practice towards CX-A, to include the business imperatives around CX, and CX development.

Stories were shared about how CX is now discussed in business, but not truly understood; how CX is still considered a luxury and is often the first cut during economic downturns; and how difficult it is to demonstrate ROI (return on investment) for CX. Even though the level of understanding and adoption of CX is different around the world, the fundamental problem seems to be the current need for CX practitioners themselves to be able to champion CX to the C-Suite from lower management positions.

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<sup>7</sup> The underlying definitions of what 'CX understanding' includes, was not discussed in the interviews but may include: The fundamentals of CX for business leaders; The business case for CX; What CX is and what CX is not; and other topics.



CX practitioners continue to be drawn together locally and internationally to share the common experience of bottom-up CX adoption, formalization of the CX domain, and to learn from CX experts. However, there is a fractured collection of groups, organizations, and events globally that seem to want to coalesce, but until now has not happened.

The CX service world is made up of many independent consultants, consulting companies, selling professional services, technology solutions and education in the CX space. Most suppliers are using different versions of CX disciplines and methodologies that is tied to their own solutions. With the CX market so young, it is difficult to position players, as the boundaries and disciplines are still somewhat in flux.

## CXPA Mission & Positioning



CXPA and CCXP are considered internally as the home of:

- Pure CX
- (the most) Independent CX
- Expert CX

There is simply no other organization that has emerged that has created such a body of knowledge and certification that is applicable across the breadth of CX areas and technologies. Other industry players are considered non-independent, or tied to solutions that they sell.

CCXPs are considered not only knowledgeable but are deeply experienced in the CX domain. Practitioners look to CXPA to connect them with other CXPA practitioners, but more so with experts that will help them grow. CCXP is considered a badge of honor. CXPA is seen as trying to scale, by replicating its US CX practitioner community across the world.

When discussing CXPA and CCXP value, it was suggested that there is perceived value to entry level professionals through to expert level CX practitioners. Networking, peer learning, mentoring are a powerful draw, especially to those seeking CCXP status. However, it was also suggested that the almost static number of members and CCXP certifications, with drop-off approximately equaling new enrollments, may reveal a lack of long-term perceived value. A previous study of the root causes of drop-off, revealed that the top reason was a change in job for individuals who were no longer practicing CX. It is assumed that this is still the case.

In terms of business, CXPA and CCXP are perceived as not serving senior leaders, not advocating the value of CX to business, and not establishing CXPA as the authoritative voice of CX. On this note, it seems that no other organization or company has managed to do this either, so the opportunity seems to still be available. As mentioned above, it is perceived that CXPA has focused on the CX professional<sup>8</sup> and should now continue spreading CX as a business differentiator, perhaps as a more general CX association. This in fact was a decision made by CXPA in the least 5 years to focus on the CX professional.

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<sup>8</sup> CXPA's current mission statement is: "The Customer Experience Professionals Association is the premier global non-profit organization dedicated to the advancement and cultivation of the Customer Experience profession. We increase the impact and visibility of Customer Experience professionals, facilitate effective member-to-member sharing, and establish respected standards."

## CCXP & Body of Knowledge

When asked the best things that CXPA has achieved, almost universally interviewees named the formalization of the body of knowledge and the creation of the CCXP certification. These two achievements are viewed as the unpinning of CXPA's gravitas in the CX domain and its ability to bestow the highest level of accolade on its exponents.

There was some discussion around whether the body of knowledge is applicable globally, and in general, outside of the non-English language issue, it seems that it is. The major part of the body of knowledge is considered about 90% applicable world-wide, with about a 10% as an adaption or translation layer to glue that 90% to international localized CX norms. The idea that a CX professional could pick up the phone to another CX professional half way across the world and speak the same language is seen as critical.

The all or nothing approach to the body of knowledge and the expert level of CCXP, raised questions about those that only touch part of CX, or to whom CX is only part of their role, as well as those who are at the start of their CX career. The concern was to not 'exclude' CX professionals as well as non-CX professionals that may only interact, or may need to know, a part of the CX Body of Knowledge. There was a feeling that CXPA may need to focus specifically on such partners and stakeholders, rather than only expert CX professionals.



Some participants thought that the CCXP should be stratified to chart career progression, others vehemently opposed the idea of anything but an expert level certification. There was an idea that CXPA may be able to provide some system of interim level recognition using gamification, while leaving CCXP unchanged.

Similarly, suggestions that a micro-credential, for say a certain application area, or for those that are not seeking expert CX status, elicited a similarly divided response. As mentioned earlier, some participants suggested that the CX credential may need to include other non-CX knowledge. This was echoed especially by CX professionals that were now in senior leadership positions responsible for CX implementation, but doing less actual CX practitioner work. They felt that they needed to learn subjects like finance, economics and management, and wanted to learn them from CXPA rather than having to 'go outside' and find them elsewhere. This is not an uncommon sentiment of professional association members looking for such professional education. Some suggested partnering with other professional organizations to provide CX knowledge to non-CX professionals (as discussed above) as well as to introduce non-CX knowledge to CX professionals.

Regarding CCXP levels, several interviewees voiced the need for the CCXP to be the kick-off point for CX experts, rather than an end-point. While those who have not yet achieved the certification view it as a high bar to get over, there is a feeling that there is nowhere to go after achieving it. There were ideas around advanced levels, thought-leadership, and fellowships. The idea of CXPA broadening its remit to include developing CX as a business discipline, could be the focus of more senior CCXPs.

## Community

The third almost universal answer to what CXPA has done well was *community*. Participants talked of either seeking CX knowledge or seeking other CX professionals. The feeling of loneliness and isolation as a CX professional in a not yet CX world was voiced often, and felt very passionately.



CXPA as a focal point to identify and connect with CX industry leaders is a powerful draw to those learning the art. People talked about how the CX education experience is very different from school, following a curriculum of courses and classes, followed by a test of retention of that education. Interviewees talked of a more immersive experience, guided by advisers, taught to think and apply, rather than regurgitate answers. The CXPA mentorship program is highly regarded, and adds to the feeling of a more experiential, advisory, education model, that after some time may be capped with a CCXP certification. CXPA boards were also mentioned as a successful way for members to seek advice.

It could be that this community-first experience that leads CXPA towards the idea of scaling by creating more of these learning communities worldwide. The question of where next in the world should such a group be developed, being on the forefront of decision making.

At the same time, creating or co-opting new communities globally is not perceived as smooth or frictionless experience. The feeling that CXPA while wanting to expand the communities, is doing so with too little resource. The perception of trying to insure CXPA quality, may perhaps be stifling international growth opportunities.

CXPA is perceived as having a weak international model, both at the local level and as a global network. Others discussed how there are already thriving pockets of CX community globally, but that CXPA may be missing the opportunity to welcome these existing groups into the CXPA family, while at the same time not offering much in return, other than rules and regulations. The idea was shared of growing the global community with an easier, less formal initial phase, followed by formalizing later. The concern that groups will go elsewhere, needing to be balanced with governance of less mature regions.

## Education

CX education fell into two categories: the first, more formal CX practitioner education around CCXP attainment; the second, more CX advocacy to grow the CX market.



For CX practitioner education, participants did not see it as CXPA's role to provide formal CCXP training, and were happy to have it supplied by 3<sup>rd</sup> parties, as long as content and delivery quality was high and controlled, much as it is today. Some felt it was important for CXPA to provide some sort of journey map for practitioners, such that they could be guided in their educational journey, but not necessarily provided with content directly.

As for CX advocacy, most participants recognized the need for CXPA to create a CX market that would demand CX professionals.

They also recognized that the positioning of CXPA as a pure CX and independent CX organization, with many CCXP thought leaders, positioned it as the only independent player in town.

Advocacy (CX business education) was perceived as the only way that the CX market could grow such that the CX value proposition is clearly understood, the scope and impact of CX activities appreciated, the value of CCXP leadership demanded, and CXPA education valued.

The continued efforts to grow the CX discipline from the bottom up, with 'every sale blazing a trail' is seen as the reason that CXPA, CCXP and the greater CX industry's failure to grow significantly in the last 10 years. Interviewees reflected that as a CX practitioner, each time they needed to engage a new stakeholder, they had to establish CX as a discipline, and CXPA as a center of excellence, before they could establish themselves as CX experts.



## CXPA International

The international question also broke into two parts: first, the observation that CXPA is a US-centric organization; and secondly, how regional opportunities and growth should be addressed.

US-centricity manifests itself not in the CX domain, but in association management. International interviewees talked mainly in terms of how association operations are synchronized to the US clock, and do not maximize participation of the global CXPA audience.

The need to be intentional and inclusive was seen to be most important. Having a webinar at 3 times in a day, would foster greater engagement from the global community. There was some question about English language exclusivity, and if and how much CXPA really cares about the non-English speaking community.



In contrast, some interviewees talked about how CXPA has presented opportunities to them that no other organization had, and how the operations and leadership were very balanced. Others said the complete opposite. This is an area that needs better understanding.

As for the support of regional CXPA entities, participants recognized that the differences between CX on the ground in different regions is not because of a fundamental difference between CX in different parts of the world, but due to the CX maturity of a region, and the CX maturity of companies and professionals in a region.

Discussions with senior CXPA leadership revealed that right now there is no method to measure regional maturity. CXPA has not used or fully developed maturity maps for regions, companies and practitioners. Development of such assets would need full international participation, and would be a good opportunity to create a global CXPA culture. These tools would enable better decision making around international investment, and with greater transparency. This perhaps could yield better outcomes than by decisions based solely on opportunities to enroll more international members into CXPA .

To support CX globally, CXPA would need to develop a slew of CX messaging in many different forms (speakers, scripts, presentations, articles, case studies etc.) that address the CX advocacy requirements for different regional maturities. These assets would need fit with the maturity of a region or company, and be supported by regional development playbooks, based on a level of CX maturity, revealed by the above mentioned maturity maps. Maturity maps would need to be developed globally, as the maturity path that CX has followed in the US over the past 15 years, may not be the same as the path that other areas of the world may need to follow in the next 15 years. Metrics and maturity maps would drive international, and other growth decision making, to data driven, transparent models.

## Operational Readiness

CXPA needs to be operationally ready to support any decisions made by the steering committee and Board of Directors, because of this research project.

Some areas that will be needed to support such activities include:

- Back-end automation to support the CCXP application, examination and requalification systems, such that they operate in a CX-centric manner.
- A streamlined application, examination and requalification process, reducing human gating, and increasing throughput.
- Staff management, development and delivery capability, for business-centric assets to support the growth of a CX Market.
- Staff on-boarding, management, and governance capability for a rapid international community growth strategy.
- International (time-zone) staffing to support globalization.

## Chapter 3- Underlying Research / Interview Discussions

This section contains soundbites, comments and ideas, in response to questions during the interviews. They may be contrary to one another, inconsistent, and wrong. The content was used to iteratively form the model that is presented in the previous chapters, repeatedly tested and adjusted throughout the interview process.

The content is presented in bullet points, each point may have been presented once or multiple times. As the interview process proceeded, some thoughts that had taken 40 minutes to develop with some participants, were elicited as thoughts directly after only a few minutes. This process provided some level of validation to the modeling and enabled participants focus on future state and the journey towards it.

The notes below are arranged similarly to the sections above.

### State of the Industry

What's it like to run CX projects in a company?

- Every engagement is a bottom-up or lateral sale of CX as a domain.
- Nobody understands that CX permeates all parts of the organization.
- People think they are doing CX because they do a survey or metrics.
- Convincing colleagues and leadership is very hard.

How is CX understood in the C-Suite

- It isn't.
- CX at the C-suite level is almost not about CX anymore.
- There's no resources for senior leadership, C-suite to understand CX.
- There's no business level assets like case studies, ROI etc.
- There's no CX market, PMP's don't have to explain project management before every engagement, CCXPs do.
- People were seduced by CX at the beginning, but they have failed to understand what it is.
- CX is not understood as a constant part of business, like finance, IT etc. It's more thought of as a project.
- We've done a great job of people talking about CX, but there are still thousands, millions of CEOs that have no comprehension that this is an actual discipline. They do not

understand CX as a professional discipline in the same way as they understand project management, or accounting.

Is CX the domain mature in the market?

- There's many different players selling their version of CX that suits their product and service offerings.
- Consulting organizations like Bain and Forrester are doing a better job of marketing their version of CX, whether it's better or not.
- Technology companies are selling their solutions as complete CX solutions when they are not.
- CXPA seems to have the most comprehensive and applicable framework to all businesses.
- CX is understood to exist, be important, but no one can get their arms around what it is for business.
- We know how to do CX, but not what it is.
- CX as a practitioner discipline may be mature, with a body of knowledge, a certification and CXPA, but CX as a valuable business discipline among senior business leaders is unknown.

What CX activity is going on in the market?

- There's a lot of activity in the CX space but it is fractured and localized.
- There are experts both within and outside of CXPA who are seen as experts.
- CX as a practice is understood by practitioners.
- There are groups, meetings and small conferences but mainly directed at practitioners.
- CX practitioners make their own way in CX education, many find CXPA.
- There is curriculum based education but it is high level and usually to support a solution.

What's missing from the CX market today?

- CX as a business differentiator is not understood at all.
- CX is not being sold to the C-Suite.
- There really isn't a CX market.
- No one is talking CX business, and implications for C-Suite executives.
- Business needs to understand the business case for CX and create a need to CX and CX professionals. This won't happen from a bottom-up push.
- We need to address the majority of professionals that need to understand or perform a small part of CX.
- We need to teach CX professionals the nonCX skills that they need as they progress up the business hierarchy.

- There is no perceived value to maintaining a CCXP – that value needs to be created.
- There is no single point of CX excellence and thought leadership.
- Creating more CCXPs is not going to change CX adoption.

Who playing in the CX space today?

- The fact there are so many different providers shows that CX is a real thing.
- CXPA.
- Ex-CXPA folk.
- Consultants providing professional services to larger companies.
- Consultants providing professional services to smaller companies.
- Consultants providing educational services.
- Technology solution providers.
- Other smaller associations.

## CXPA Mission & Positioning

### How do you perceive CXPA

- Elitist.
- The home of Pure CX.
- Independent.
- Practitioner focused.
- CX Thought Leadership.
- Home of CX body of knowledge (not the book).
- Touches everything yet touches nothing.

### Where would you position CXPA

- As a backdrop to all CX activity.
- The canvas on which applied competitive positioning is placed.
- The only non-applied CX organization.
- Needs to become admired
- Needs to Lead the CX conversation

### How would you change CXPA?

- Expand support to practitioners.
- Expand remit to serve non-practitioners.
- Become the CXPA and/or CXA – voice of the domain.

### To whom does CXPA need to advocate about CX?

- CEOs, C-Suite, Executives.
- Needs to listen to business too.
- Peripherally involved professionals.
- Neophyte and growing CX professionals.

## What does CXPA need to do?

- Provide air cover for why CX is an important thing.
- Tough to blaze a trail with every sale!
- Establish CX as a discipline, not just a practice.
- Create demand from business.
- Make 'Customer Experience' as understood as 'Project Management.'
- Advance the CX conversation.
- Empower individuals who are in the CX role.
- Empower CX consumers to choose what they need.
- Develop a strategic direction.
- Even US tactics are all over the place.
- No data available internally about growth etc.

## What does CXPA need to give CX Professionals?

- Provide more tools & templates to practitioners.
- Give practitioners bottom-up advocacy assets.
- Give advocates top-down assets (speaker bureau, scripts, case studies, articles etc.)
- Whatever I need to stop me going outside of CXPA to get it.

## CXPA Advocacy

- CX not CXPA advocacy
- Targeted at right audience and CX maturity phase.

## CX Maturity

- Advocacy needs to be the right asset, message etc. at the right time.
- CXPA needs to develop maturity models to understand CX Regional maturity, Company maturity and Practitioner maturity.
- Maturity models will help CXPA to understand trends in CX and where to invest.

## CCXP

Why did you get your CCXP?

- Needed a badge of expertise for business.
- It's the only worthwhile certification.
- It was hard to get, so it is valuable.
- It's a sign of expertise in CX.
- It's elite.

Why should the CCXP NOT HAVE levels, bronze, silver, gold etc.?

- It is elite and having levels will dilute its value.
- People will sit on the lowest level and claim they are experts.
- Levels will cause confusion, like the digital badge for CXPA and CCXP.
- CXPA should be positioned as elite, CCXP should be elite.
- CCXP is not curriculum learning, it's all or nothing experience.
- This is not a 2-day class level certificate.
- Leave career path to Forrester etc.
- People fight for the accolade.

Why should the CCXP HAVE levels, bronze, silver, gold etc.?

- If we don't provide an entry level, they'll go to someone who does.
- CCXP should follow a career progression.
- Without career progression certification, why come to CXPA?
- Maybe provide progression through CXPA gamification, but one level CCXP.
- If CCXP is elitist, what is there for the neophyte?
- People give up.

Should there be POST CCXP levels?

- CCXP is the 'certification' end of the road.
- CCXP should be an expert beginning point.
- Need to have fellowships, and advanced CCXP.
- CX Thought Leadership level.
- CX Advocate.
- Voice of CX.
- Voice of CXPA.
- Need to leverage CCXPs and Post-CCXPs in a framework.

Should there be partial CCXP levels?

- Nothing for partially focused (on part of the BoK) CX practitioners.
- Nothing for for whom CX is only a partial focus (marketing, IT etc.).
- Offer CX micro-credential.

CCXP Processes: Apply, Exam, Requalify

- Process is not CX worthy.
- Too long, too manual, needs automation, process needs streamlining.
- As CX is changing, need to insure CCXPs are keeping current.

CCXP Relevance

- Only CX practitioner focused.
- Nothing for partially focused (on part of the BoK) CX practitioners.
- Nothing for for whom CX is only a partial focus (marketing, IT etc.).
- Nothing for CEOs and C-Suite.
- CCXP business accreditation like ISO9000?

## CCXP Value

- Why are so many not recertifying?
- CCXP exists in a CXPA vacuum.
- Industry has never heard of CCXP.
- Differentiator in for example a career move.
- Not the best certification (didn't mention what is).
- Has no voice of its value- what it means & what it does.
- Good for consultants.
- Practitioner peer recognition.

## CCXP Study & Preparation

- Should be cumulative experience, not a curriculum.
- Learning by immersion in a discipline.
- Learn at the feet of experts.
- Learn through mentorship.
- Some texts.
- Some case studies.
- Experiences, reviewed with a mentor.
- Mentorship is essential.
- Any education needs to be approved (quality) by CXPA.
- CXPA does not need to own or deliver education.
- CXPA community is excellent at this, but you have to work it.
- CXPA may add journey maps to mentoring.
- Concern that the level is too low.
- Concern that training courses are being sold to pass the exam.
- Inexperienced book/course learners are getting through.

## Body of Knowledge

What are your perceptions of the Body of Knowledge?

- Trusted
- Independent.
- Great.
- Only practitioner focused.
- Is a Body of Practice, not Body of Knowledge.
- Needs an adjunct CX for business.
- CX Practice in industry still misunderstood
- One of THE achievements of CXPA

What are your perceptions of the CXBoK product?

- Doesn't flow.
- Doesn't contain the whole Body of Knowledge.
- Can't pass exam with it.
- Not ready for release.
- Low quality.

What needs to added to the Body of Knowledge?

- Body of Knowledge is 90% global – 10% local.
- Need to capture the 10% adaption layer for each region to make global.
- Need to develop an adoption or journey map for CX BoK.

CXPA as the Custodian of CXBoK

- Is this a shared industry asset?
- Who owns review and update?
- Who is the content gatekeeper?
- Who has appointed CXPA as the owner of CXBoK?
- Has CXPA positioned/earned the ownership of CXBoK?
- Which stakeholders does ownership of CXBoK affect?
- Do they care if they say or go contrary to the CXPA CXBoK?

## Community

### What's good about the CXPA CX community?

- Community was seen as one of the three main achievements of CXPA, along with CCXP and the Body of Knowledge.
- The only bona fide not for profit association representing CX professionals.
- “There are lots of commercial entities, but I need to have the support of people that are genuinely doing this to develop the discipline that we are part of.”
- Ability to meet and interact.
- Being in CX is lonely.
- Having access to the CX rolodex.
- Not alone anymore.
- Can learn internationally.
- Sit at the feet of experts.
- CXPA does community great.
- It's identifying and connecting to the players that's important, not the platform.

### Why do we need to scale the community?

- There needs to be local as well as global communities.
- Scaling CXPA will scale CX.
- Community is the entry into CX learning and practice.
- Community is revenue for CXPA.
- That's what we've been told to do.

## What needs to change about communities in CXPA?

- Needs to be different membership levels
- Need a fast on ramp for the many existing CX communities to join CXPA.
- Communities need to share resources more.
- Communities need to be more similar globally.
- Communities need to be more different locally.
- More consistency in events and rules.
- Need more staff to run the communities globally.
- Confusion with badges for CXPA and CCXP.
- People are using CXPA badge as if it is CCXP!
- Need more content for the groups.
- Need more playbooks for events etc.
- CXPA needs a student membership to drive full membership.
- There's no sense that CXPA actually represents the profession.

## Education

### Practitioner Education / CCXP Preparation

- CXPA should provide education journey maps.
- Neophyte education?
- Academic Education?
- External approved training is fine.
- Immersive education not curriculum.
- If immersive, what are the prep courses doing?
- CXPA should provide curriculum.
- CXPA should NOT provide curriculum.
- Mentoring is essential and CXPA expertise.
- Focus on experience.
- Education for partial CX practitioners (not all parts)
- Education for CX-Executives (all the non-CX stuff)

### Non-Practitioner Education

- Micro-credentials
- CX for non-CX professionals (IT, Marketing)
- Partner with other professional associations to provide CX to other professionals.
- Partner with other professional associations to provide non-CX to CX professionals.

### CX Advocacy

- CX business proposition.
- CX for leadership.
- CX ROI.
- CX for C-Suite.
- CX for the long-term.
- CX as business differentiator.

## What Assets does CXPA need to Develop?

### Lifecycles / Journey Maps / Maturity Models

- All lifecycles - Some may already exist in various forms and levels of completion.
- All lifecycles - Will enable advocacy using the right assets and methods for the current phase in CX maturity.
- Regional Lifecycle - Will enable CXPA to understand where to invest globally.
- All lifecycles - Capabilities to create these assets may already reside in CXPA volunteers.
- Regional Lifecycle- Will require global input as the CX world has changed significantly and the US growth model is no longer valid worldwide.
- Corporate Lifecycle - assessments exist among consultants.
  
- Practitioner
  - Charts the development of a CX practitioner from neophyte to CCXP and beyond. Informs what study, experiences, roles, tools, processes etc.
  - Utilized along the journey to expertise. May not be linear.
  - Provides an understanding to a CX-neophyte of what's ahead of them.
  - Provides a mid-career CX professional what still remains to be learned.
  
- Corporate
  - Charts the adoption of CX within a company
  - Focuses on structures, roles, process, tools adoption and use.
  - Key CX adoption indicators and metrics.
  - Impact, results, return, investment etc.
  - Also includes readiness metrics.
  - Utilized by CX Professionals to know 'what comes next.'
  - Utilized by advocates to know what asset to employ to move the corporate CX narrative forward.
  
- Regional Economy
  - Charts the adoption of CX in an economy.
  - Key CX maturity indicators and metrics.
  - Identifies trends affecting CX adoption and growth.
  - Utilized by advocates to know what assets and tools to employ to move the CX narrative forward.

- CX Industry
  - Charts the overall development of the CX industry.
  - Key growth indicators.
  - Scale & Success metrics.
  - Industry specific?
  - Utilized by CX Thought Leaders to understand the growth and path of CX domain.
  - Is CX making a difference?

### Practitioner Assets

- Not enough CX practitioner tools, templates, playbooks etc.

### The need for CX Advocacy

- CXPA and CCXP have gone as far as they can as practitioners.
- Traditionally, in the association world, it is time to scale.
- However, regardless of how many CCXPs and practitioners are created, they will not be able to create a CX market, and a need/desire for CX that will employ them.
- Without the development of an understood CX market, CX will continue to be perceived as a luxury, or nice to have.
- When economies contract, CX is the first to go, despite the fact that CX has the answers to make a positive impact on corporate bottom-lines.
- CX not understood by business leaders, because it's never been explained to them.
- Next step is to go and advocate.
- It's uncomfortable because we're not advocates, we're practitioners.
- Comes down to the fact that there is still such a need for education.
- People talk about it.
- The CXPA has done a good job of making people aware that CX is a thing, but no one quite knows what the thing means.
- CXPA needs to advocate CX to business leaders and create a CX market.

## CX Advocacy

- Aimed at CEO's & C-Suite.
- Establish Market.
- Establish Need and Desire.
- Top-Down Advocacy.
- Lateral Advocacy.
- Bottom-Up Advocacy.
- Case studies.
- Value proposition.
- ROIs.
- Speakers.
- Scripts.
- Interviews.
- Articles.
- Presentations.
- Videos.
- Conference materials.

## CXPA Advocacy

- Aimed at CX Professionals
- Aimed at CX Partial Professionals
- Aimed at CX Peripheral Professionals
- Sells the value of community.
- Sells the value of mentorship.
- What else is the value proposition to CXPA members?

## CXPA International

CXPA is accused of being US-Centric, what does that mean?

- US centricity is apparent in the 'club' operations not in CX Domain.
- Meetings and events are timed for US
- The Board is US centric
- Events take place in US
- All English language
- Not being intentional to include world audience.
- It is simply unacceptable to not be internationally inclusive today (DEI).
- CXPA doesn't understand the state of CX outside of US.
- Outside of US it is hard to get any association attention.
- Leadership and Staff need to have 24hr presence worldwide.

Is CXPA truly International?

- CXPA has given me opportunities to be part of the Board and operations of the association that I've never before. (interviewee).
- CXPA leadership is predominantly US people.
- CXPA needs to price membership at the local economy level, not \$US transfer rate.
- CXPA does not support international groups with resources like US groups.
- CXPA imposes lots of rules on international groups but offers little or nothing in return.
- CXPA doesn't make it easy to connect.
- International groups want to be a part but there's no easy on-ramp.
- Not enough mentoring for members who want to learn how to operate a CXPA chapter or event, as there is for members who want to learn about CX discipline.
- CXPA needs to make it easier to on-board, run, and govern international groups.
- CXPA needs to give new groups less rules, and perhaps grow the governance with maturity.
- CXPA needs to better balance reputational risk vs group operations and events.
- CXPA have relied on the goodwill of members to do it themselves without enough support.

## Is CX the same internationally?

- CX is different across the world.
- CX is the same all over the world.
- CX domain and practice is fundamentally the same worldwide.
- CX domain is about 90% global and about 10% local.
- CX on the ground is different because it's newer here.
- CX maturity and adoption is different internationally.
- There is no way to measure or map CX maturity across the globe.
- There is no way to compare different regions in terms of CX maturity.
- Rules are inconsistently applied and enforced across the world.
- There's no clear model of a CXPA chapter.
- There's a difference between an association in growth mode (flexible), than in operational mode (control). CXPA seems to think it can grow while in operational mode.
- Too many rules and guidelines.
- Allow groups to flourish and learn from one another, make mistakes and grow.
- What is CXPA protecting with all the rules? It's got no reputation yet.
- International side of CXPA is so un-CX like, not empathetic and professional, too controlling.
- Disparities in international CX adoption are a regional and corporate CX maturity issue.

## What does CXPA need to do differently to be a truly International association?

- CXPA should create a map of CX communities worldwide and develop a plan to co-opt them all.
- CXPA should adopt United Nations global principles.
- Need more international to international mentoring, it's all US based mentoring.
- Get CXPA involved in everything and everywhere CX, be the backdrop to everything, doesn't mean endorsement, but it means it's in every room.
- Reduce rules to what is unacceptable only.
- Create CXPA chapter models, playbooks, best practices, assets.
- Need more sharing of events.
- There's a need for a maturity model for Regions and metrics to compare and contrast them.
- There's also a need for maturity models for corporations so practitioners know how to engage.
- There's a need for a CX practitioner lifecycle to help new and developing professionals to chart their course.
- CXPA needs to codify the 10% local adaptation as part of Body of Knowledge.
- CXPA needs to create worldwide glossary of similar but different terms.
- CXPA needs dedicated resources to grow internationally, not volunteers.

## Why does CXPA need to expand internationally?

- local chapters are the 10% adaption layer for global CX
- Need to have CX leaders who are not speaking for themselves and their businesses.
- Need CX leaders who can represent the world that they live in, their specific region, and share local understanding.
- Is CXPA in the right places?
- Because CXPA IS community.

## Operations

- Doesn't feel professional in the way it operates.
- Doesn't represent CX practice.
- Like a cottage association.
- The experience of doing the CCSP exam is terrible. I know it is.
- Skeleton staff of very few resources who, quite frankly, don't have the bandwidth to be able to go beyond what they do.
- Need CCXP backend automation.
- Streamline volunteer processes for CCXP.
- Doesn't benefit from AMC shared services model.
- Great to have an Association not CX CEO.
- CX Day is awesome!