Quantitative Report

March 2024

Contents

Background & Methodology

Goals of the survey and response composition.

Key questions explored in the strategic needs assessment.

This quantitative investigation aimed to quantify initial conclusions based on secondary and qualitative research to inform global expansion strategy.

The following summarizes the key questions outlined in the survey.

- **Demographics** – What are respondents' personal and organizational demographics so that descriptive statistics and similarities and differences between audience perceptions can be developed?

- **Maturity Model** – What are perceptions of the maturity of the customer experience profession?

- **CX Environmental Scan -** What are the most significant issues facing the customer experience profession that define the world in which they live and work?

- **CXPA Strategic Roles** – What strategic roles do stakeholders expect CXPA to play as a platform for their success?

- **CXPA Relationship** – What is the relationship of the respondent with CXPA?

- **Competition** – Who are other competing or complementary stakeholders in the CX ecosystem, and what influences CXPA?

Methodology

- Association Laboratory disseminated email invitations for the survey to the distribution list CXPA provided, which included members and non-members.

- Data collection occurred between February 14 and February 23, 2024. Overall, 6,457 valid emails were sent to individuals who had a recorded interaction in the CXPA database since January 1, 2021.

- 1,046 participated in the survey (16% response) with 854 fully completed surveys, on which this presentation is based.
  - 600 respondents are Members, accounting for 70% of the respondents.
  - 159 respondents are Non-members who were former members, accounting for 19% of the respondents.
  - 95 respondents are Non-members who have Never Been a Member, accounting for 11% of the respondents.

- Significance tests were performed at the 95% confidence level•

Individuals could respond using a laptop/desktop computer, tablet, or smartphone; 32% of respondents completed the survey using a mobile device.

Demographics

Who are we designing ourself to serve?

Areas of Focus

INDIVIDUAL DEMOGRAPHICS

ORGANIZATIONAL DEMOGRAPHICS

PROFESSIONAL MATURITY

Membership Status
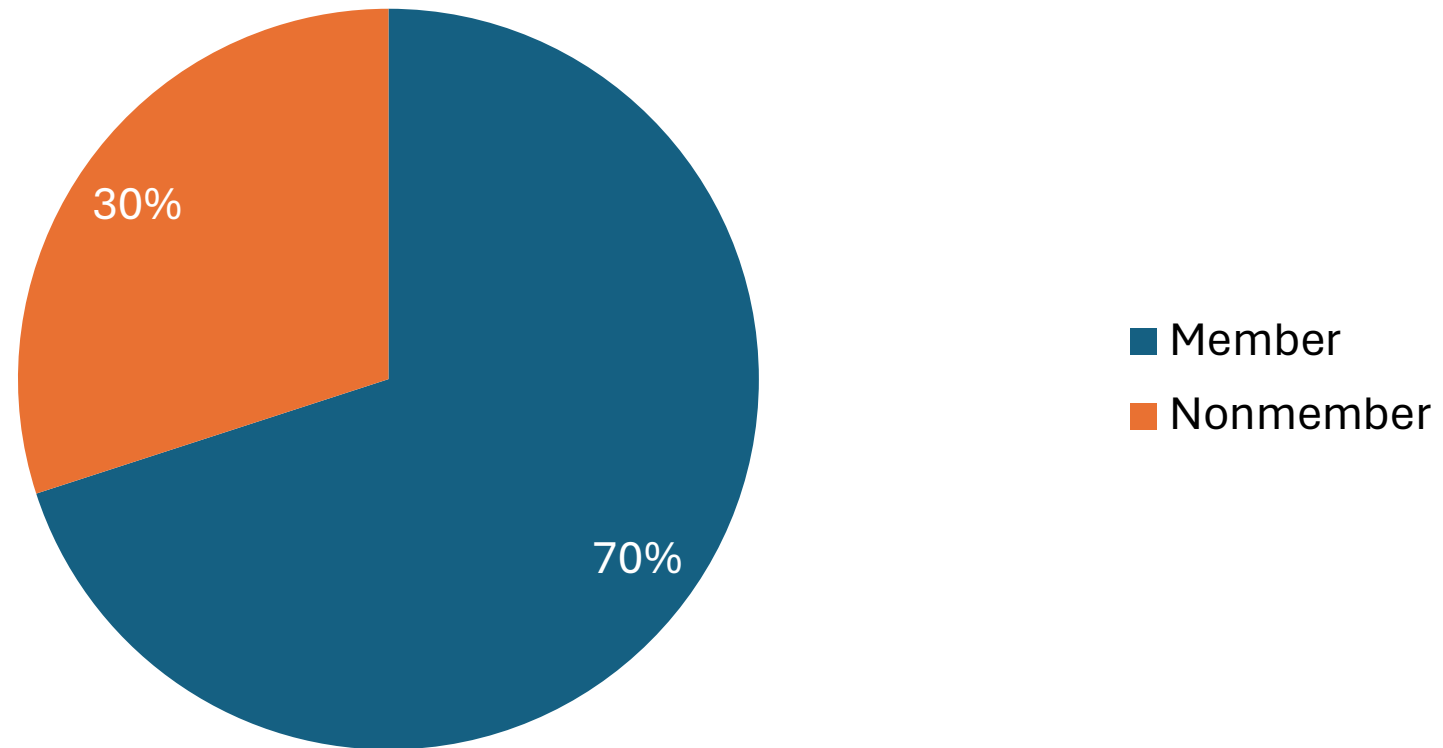
Membership Status   n=854
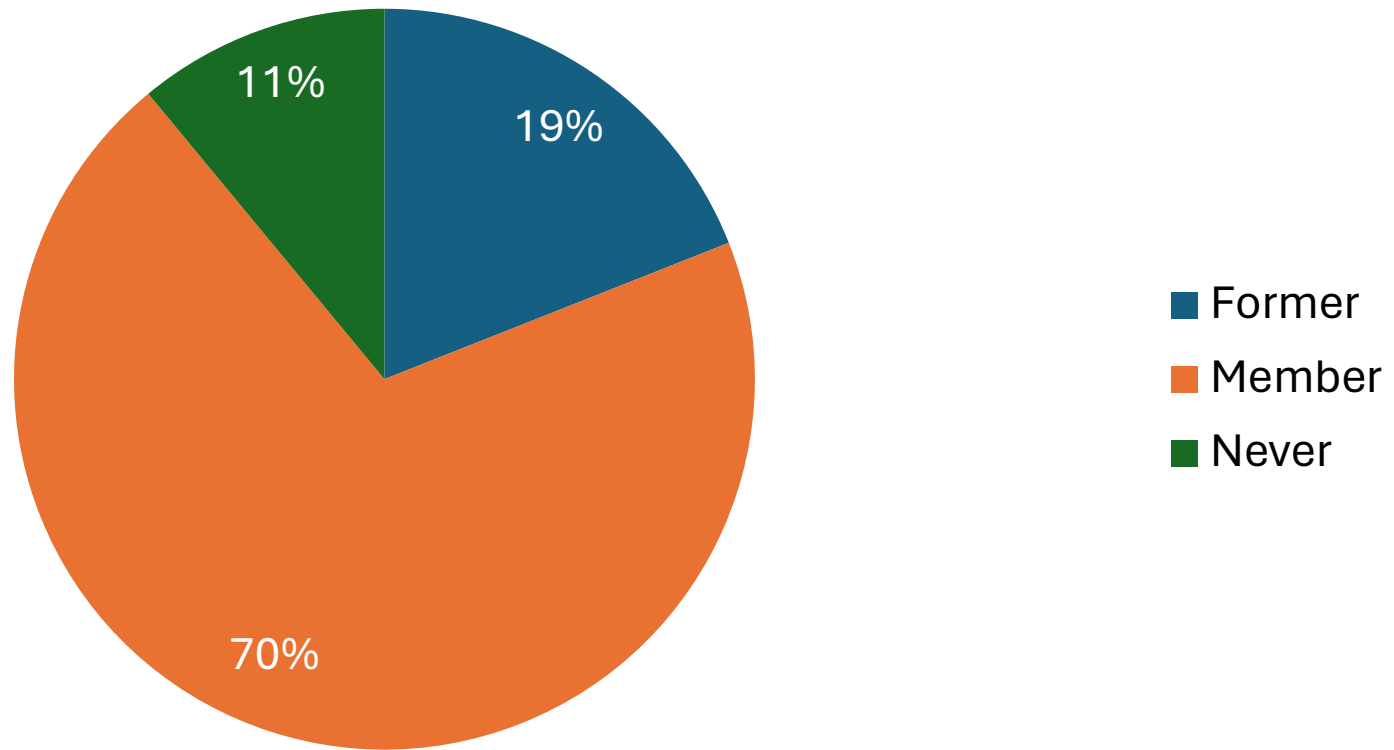
Membership Status

n=854

For how many years have you been working in customer experience?

2%
Less than 1 year

14%
1 - 4 years

27%
5 - 9 years

57%
10 years or more
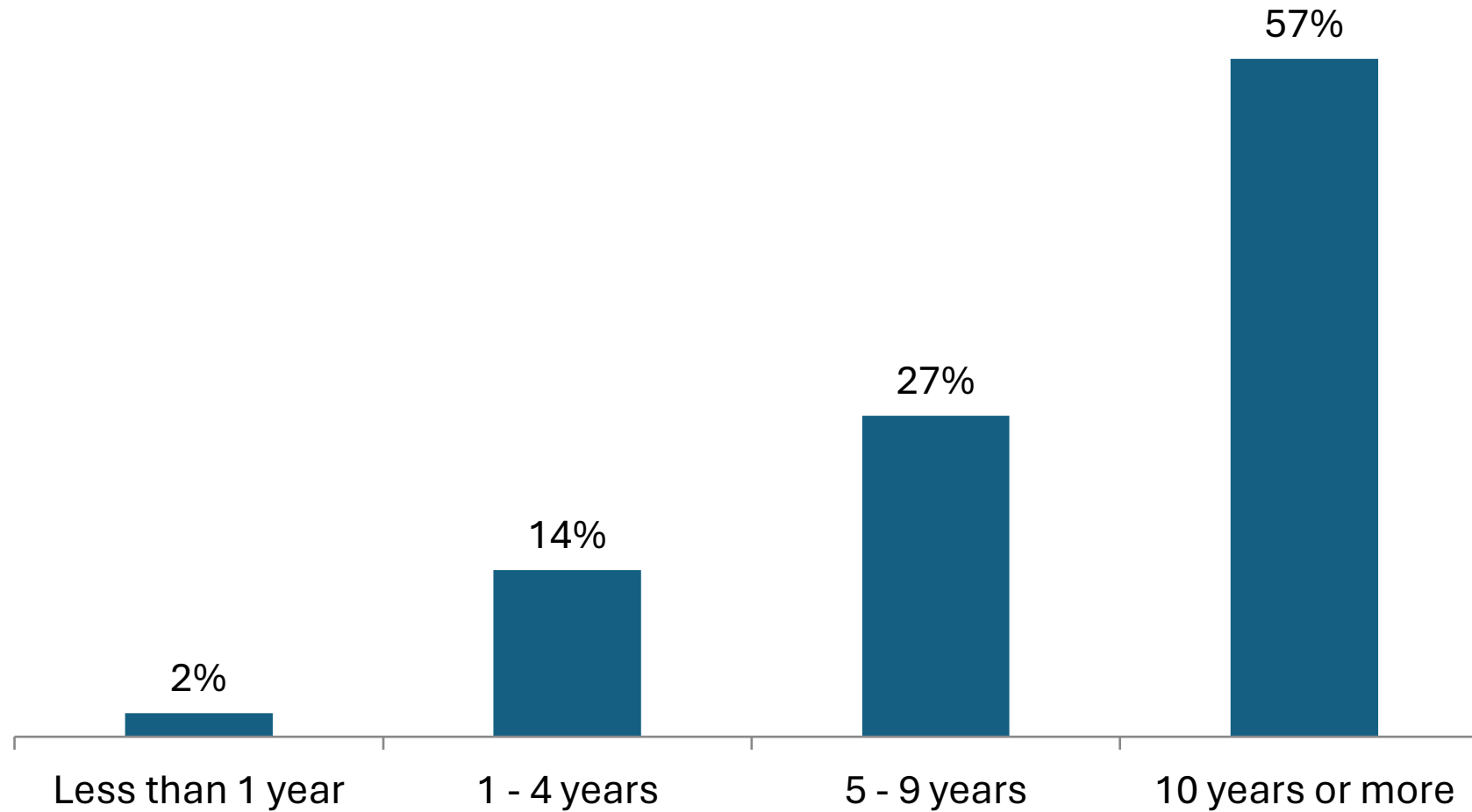
Time in the Profession

n=854

Which of the following best describes the country in which you work?

- **US** — 48%
- **Non-US** — 52%
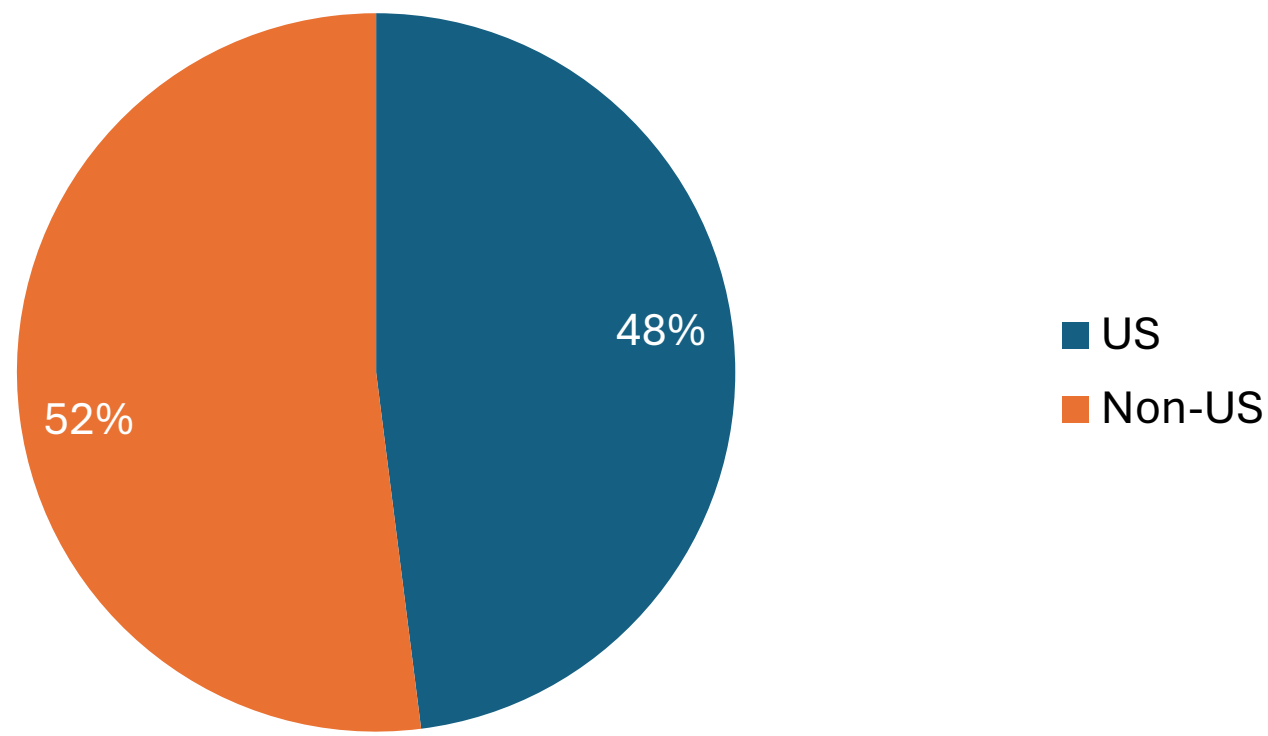
Location

n=851

Which best describes your highest level of education?

Legend:
- Secondary Education or High School Equivalent
- Post-Secondary Education (e.g., Associates Degree) or Equivalent
- Undergraduate Degree or Equivalent
- Graduate or Postgraduate Degree or Equivalent
- Doctoral Degree or Equivalent
- Post-Doctoral Work or Equivalent

Pie chart values: 1%, 3%, 5%, 25%, 60%, 5%

Education and Training

n=853
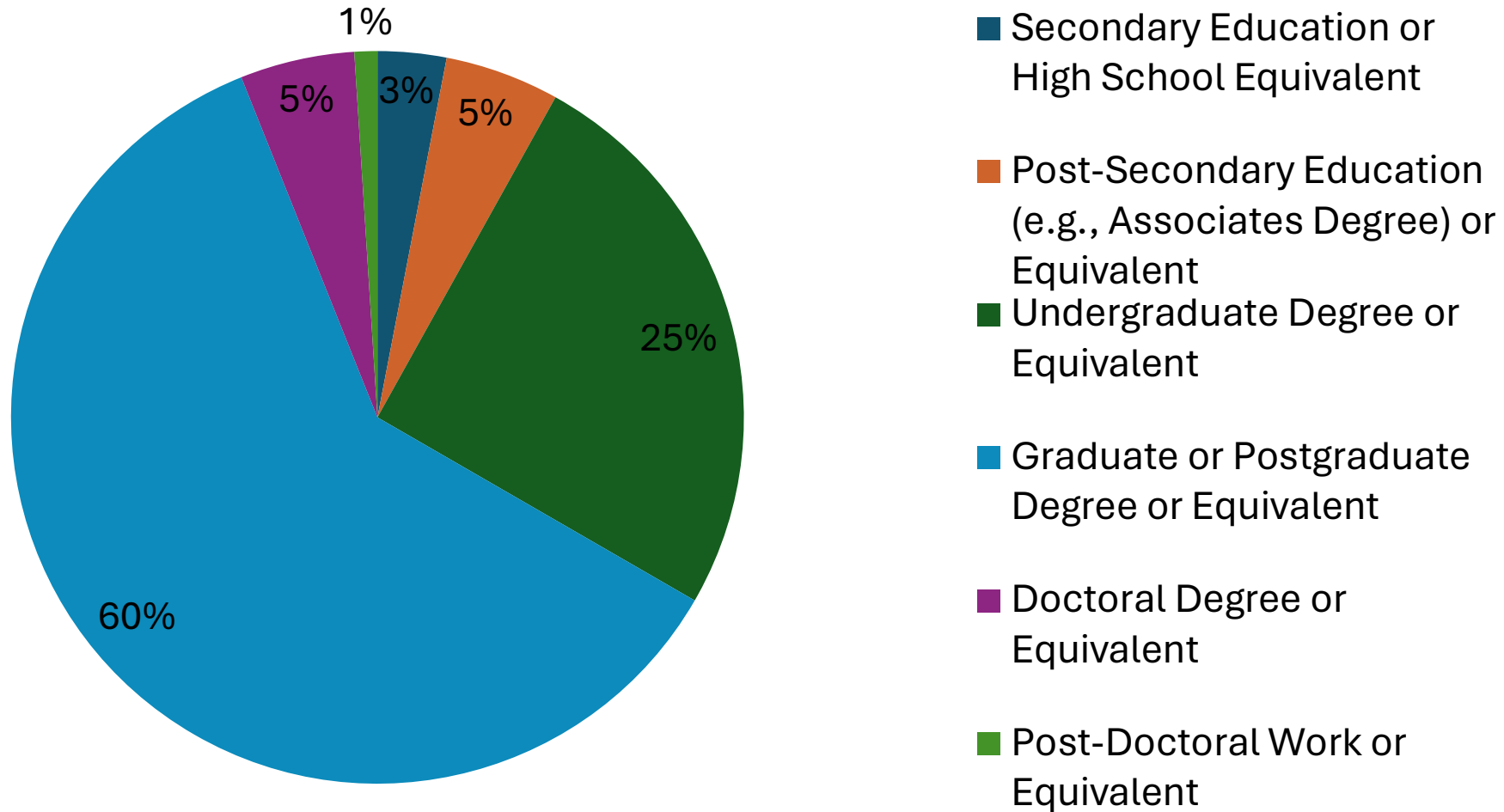
How many people do you supervise?

Direct Reports	None	1-4	5-9	10-19	20 or more
	36%	28%	17%	9%	11%
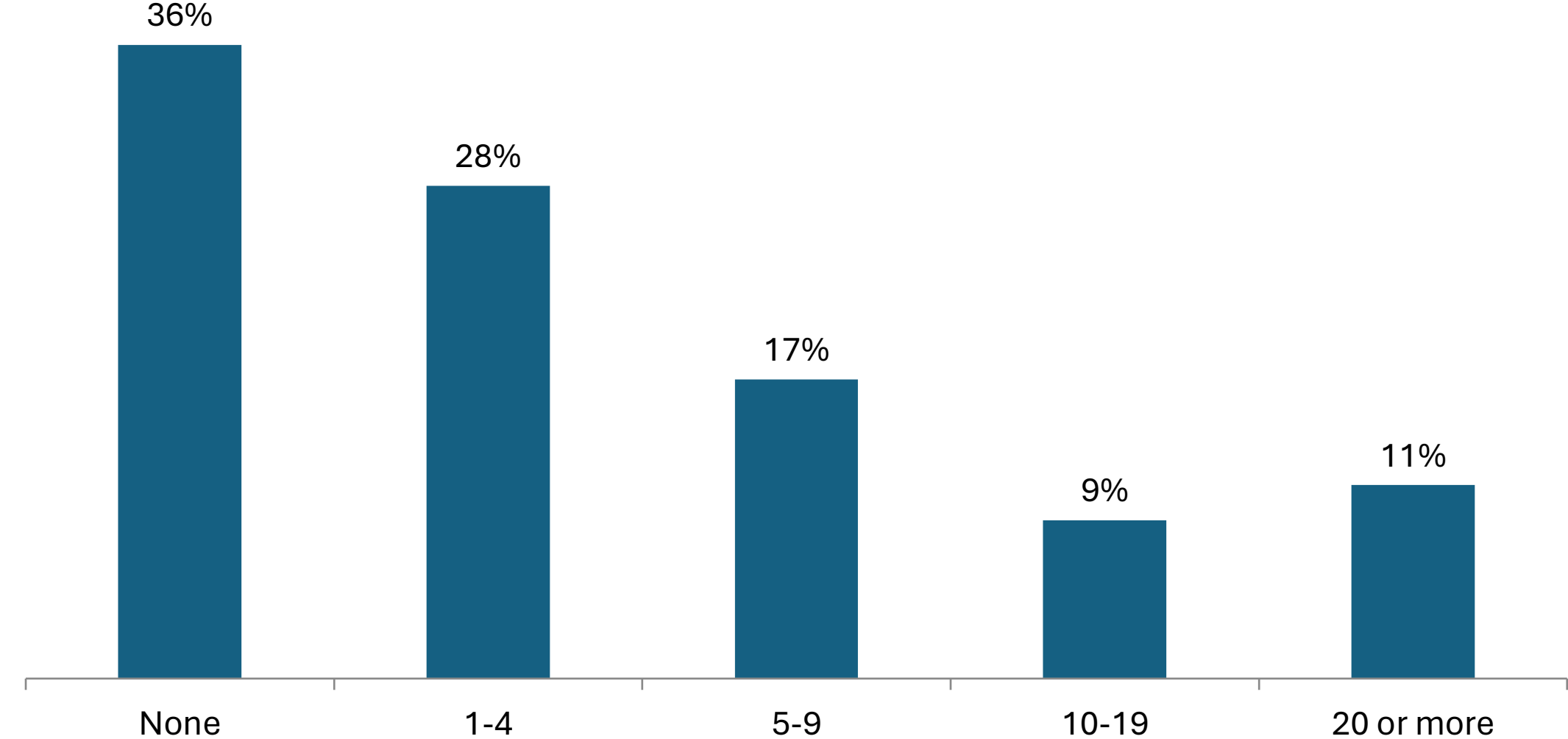
n=854

Which of the following best describes your role at work?

Role	Percentage
CX Director	25%
Consultant	19%
CX Manager	19%
Other (please specify)	14%
CX Individual Contributor	6%
Chief Experience Officer (CXO)	6%
Chief Executive Officer (CEO)	4%
CX Analyst/Data Analyst	3%
Sales Executive	2%
Customer Experience Trainer/Educator	2%
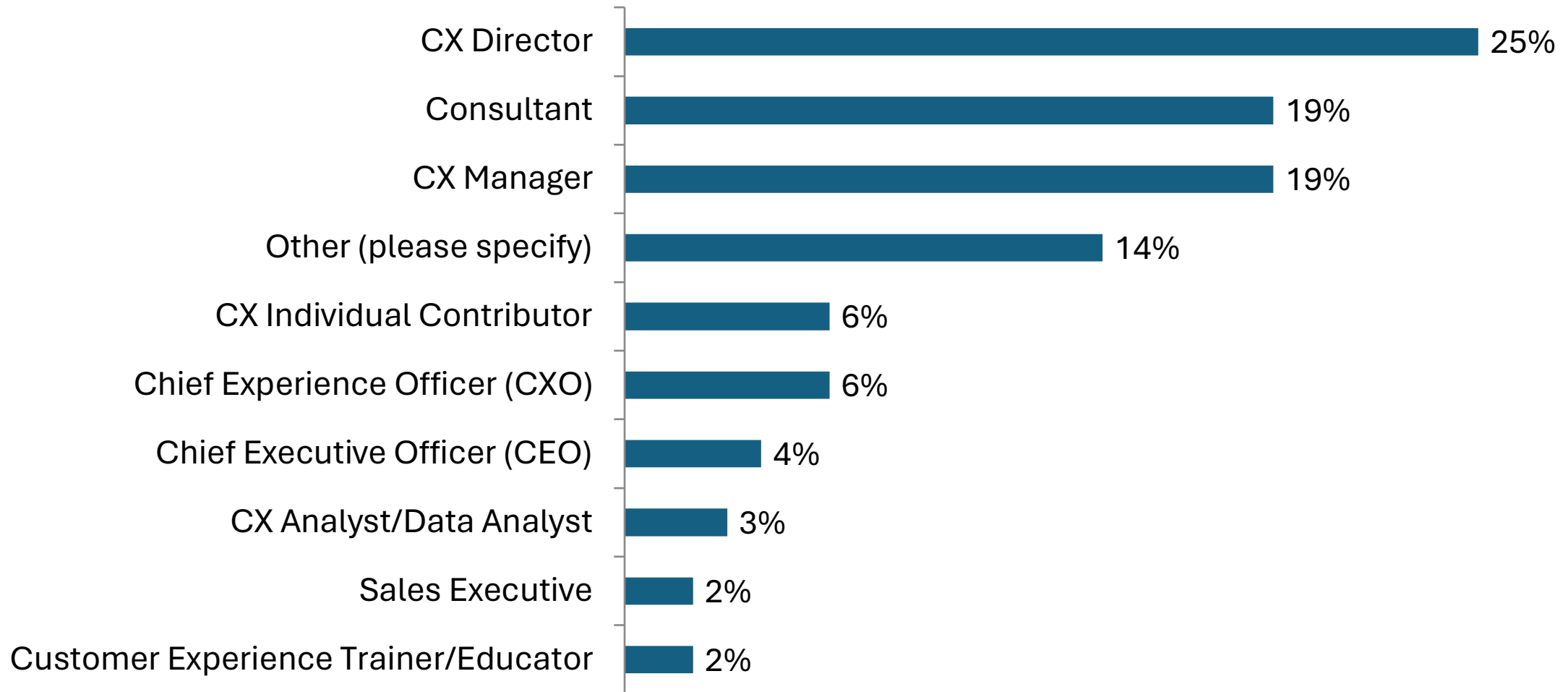
Professional Roles

n=854

Which of the following best describes the industry in which you work? [Select one]

Industry	Percentage
Technology or Software	21%
Consulting	20%
Other industry (please specify)	17%
Banking and Financial Services	13%
Insurance	6%
Healthcare	6%
Telecommunications	4%
Hospitality or Travel	3%
Government	3%
Nonprofit	2%
Retail	2%
E-commerce	1%
Automotive	1%
Consumer Electronics	0%
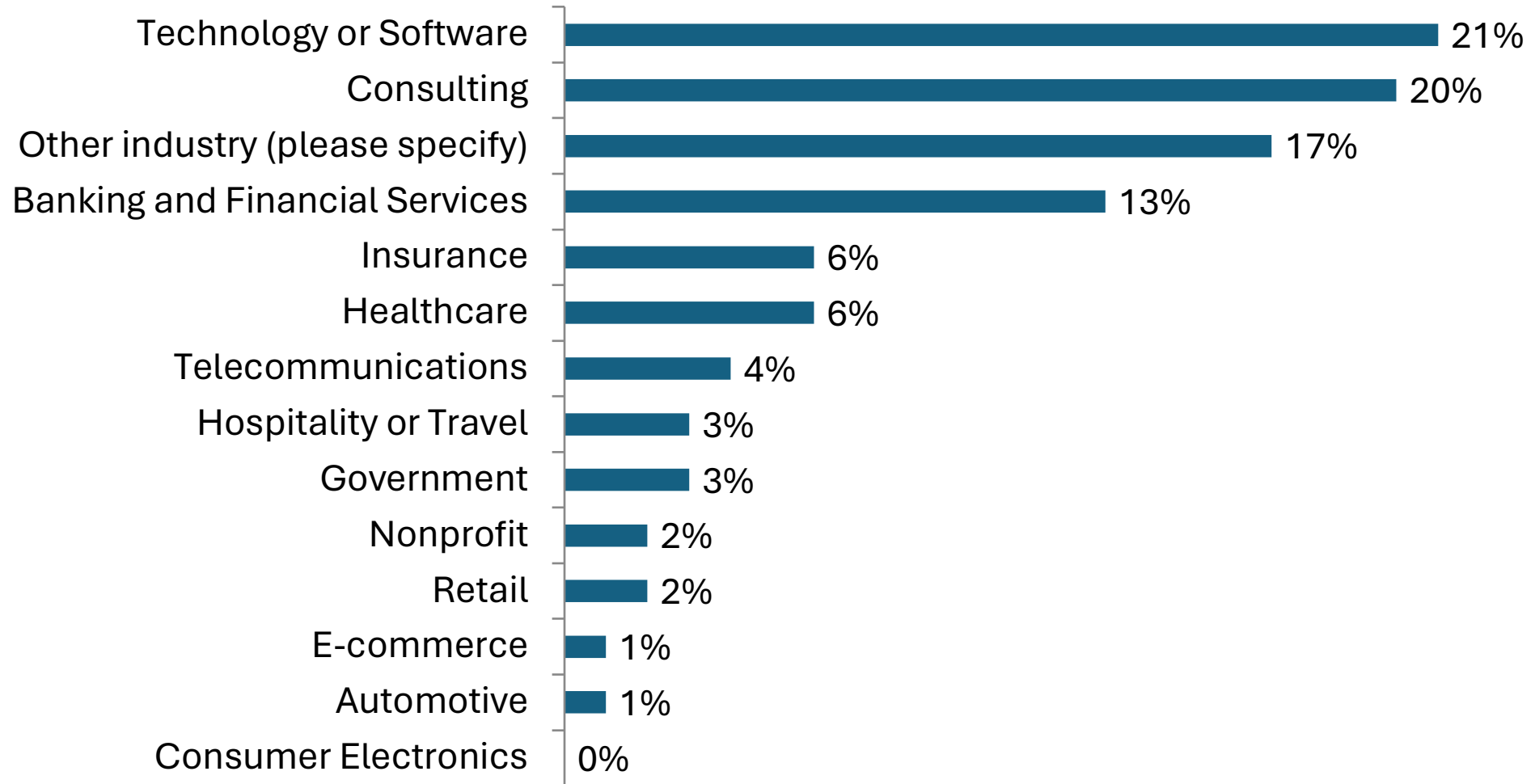
Industry

n=852

Which of the following best describes your organization's geographic scope?

Category	Percentage
Global	38%
International (multi-country)	27%
National	26%
State/Provincial	4%
Multi-state/Multi-province	4%
Municipal (city/township)	1%

Geographic Scope

n=852
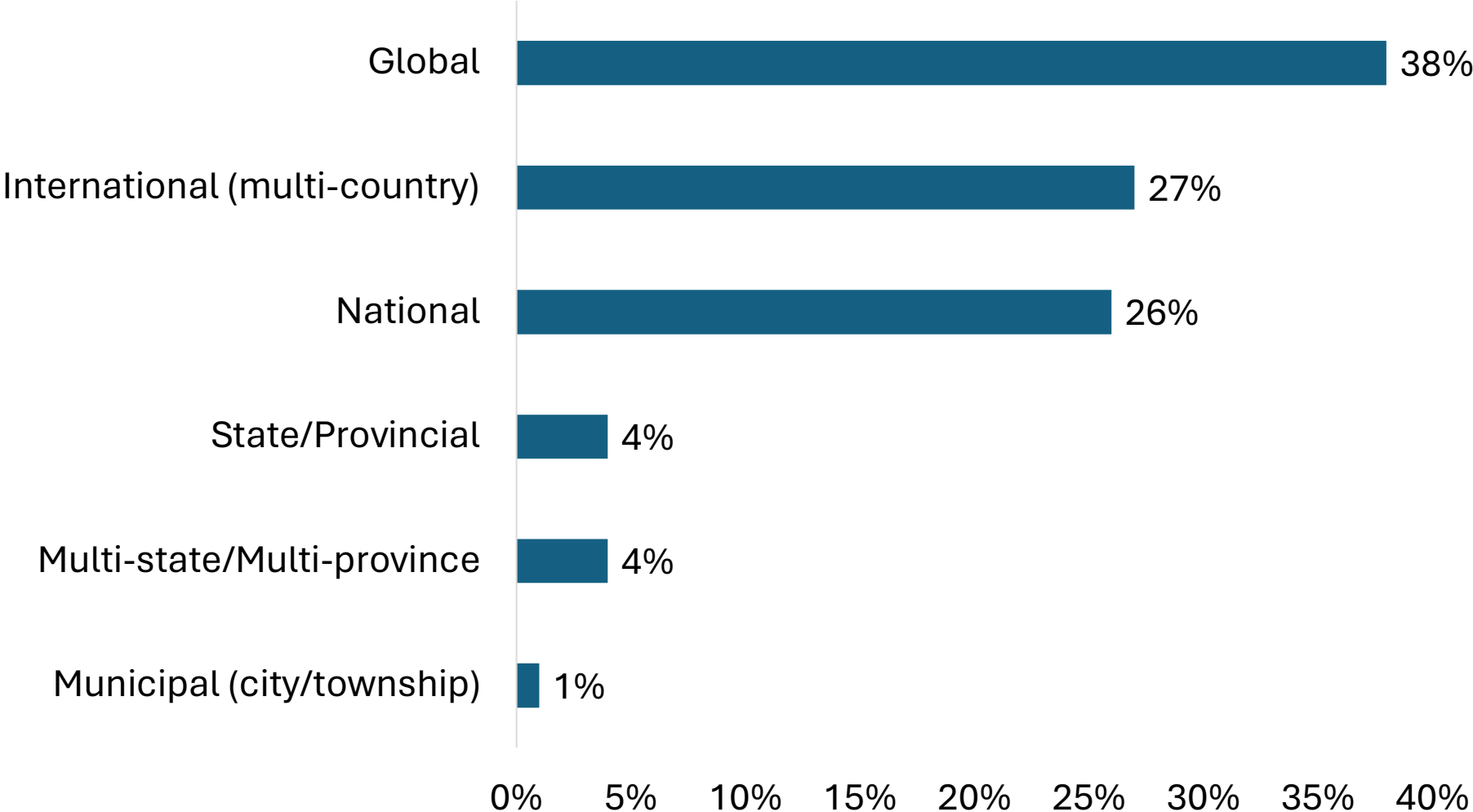
Maturity Model

Where are they (and their organization) at in the profession?

How does your organization currently manage customer experience? Please select the option that best describes your situation.
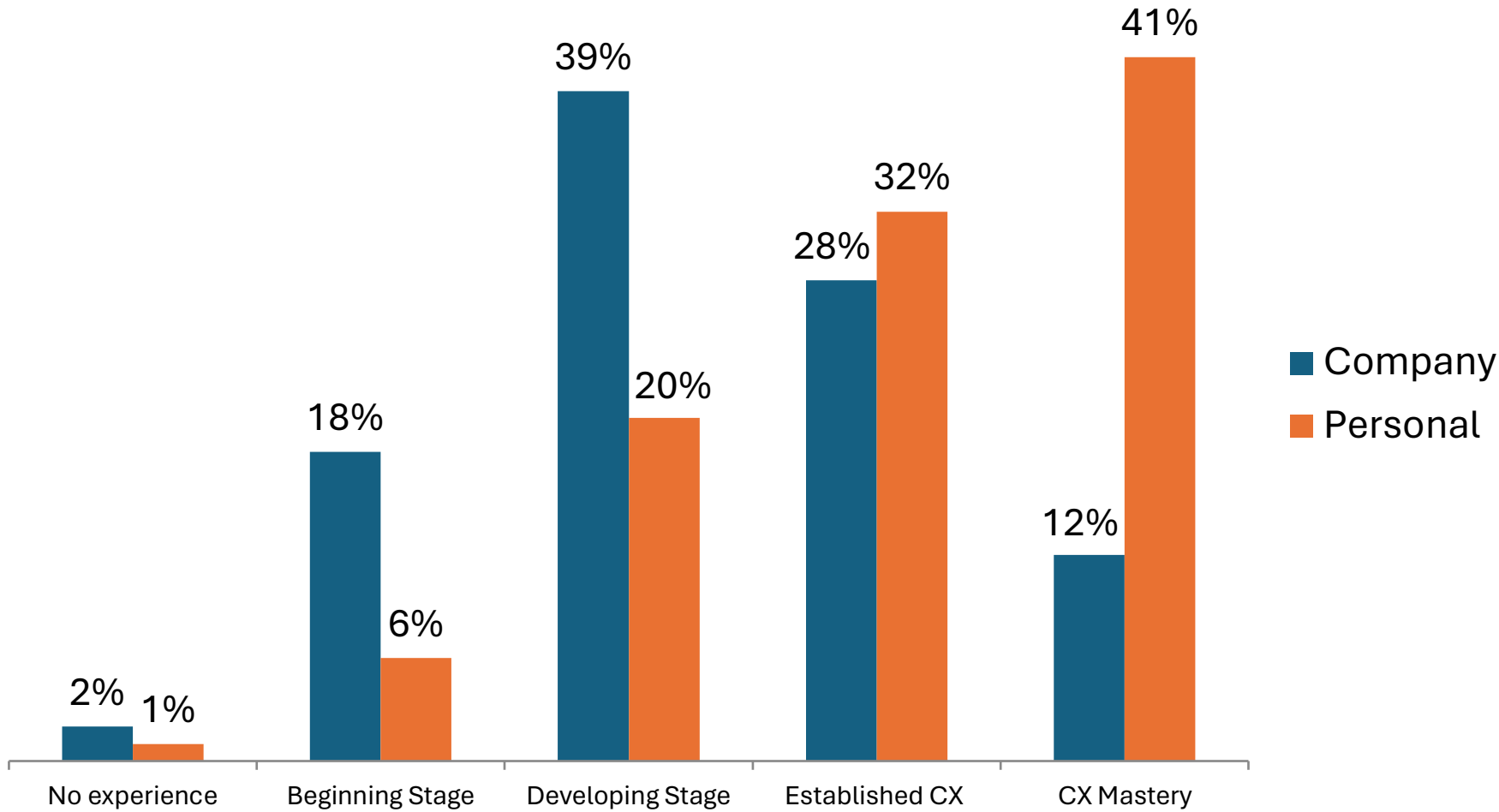
Company and Personal Maturity Model

n=845

Legend:
- Company
- Personal

Category	Company	Personal
No experience	2%	1%
Beginning Stage	18%	6%
Developing Stage	39%	20%
Established CX	28%	32%
CX Mastery	12%	41%

CX Environmental Scan

What is the world within which they work?

Areas of Focus

Customer Impacts

Service Impacts

Technology Impacts

Staffing & Management Impacts
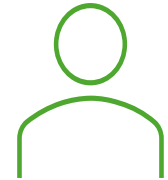
Personal & Professional Environments Impacts

Environmental Scan Outcomes

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                    │   Demographics   │
                    └──────────────────┘
                             │
                             ▼
                    ┌──────────────────┐
                    │                  │
                    │     Impacts      │
                    │                  │
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          ┌──────────┬──────────┼──────────┬──────────┐
          │          │          │          │          │
    ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
    │          │ │          │ │          │ │ Staffing │ │ Personal │
    │ Customer │ │ Service  │ │Technology│ │    &     │ │    &     │
    │          │ │          │ │          │ │Management│ │Professional│
    │          │ │          │ │          │ │          │ │Environments│
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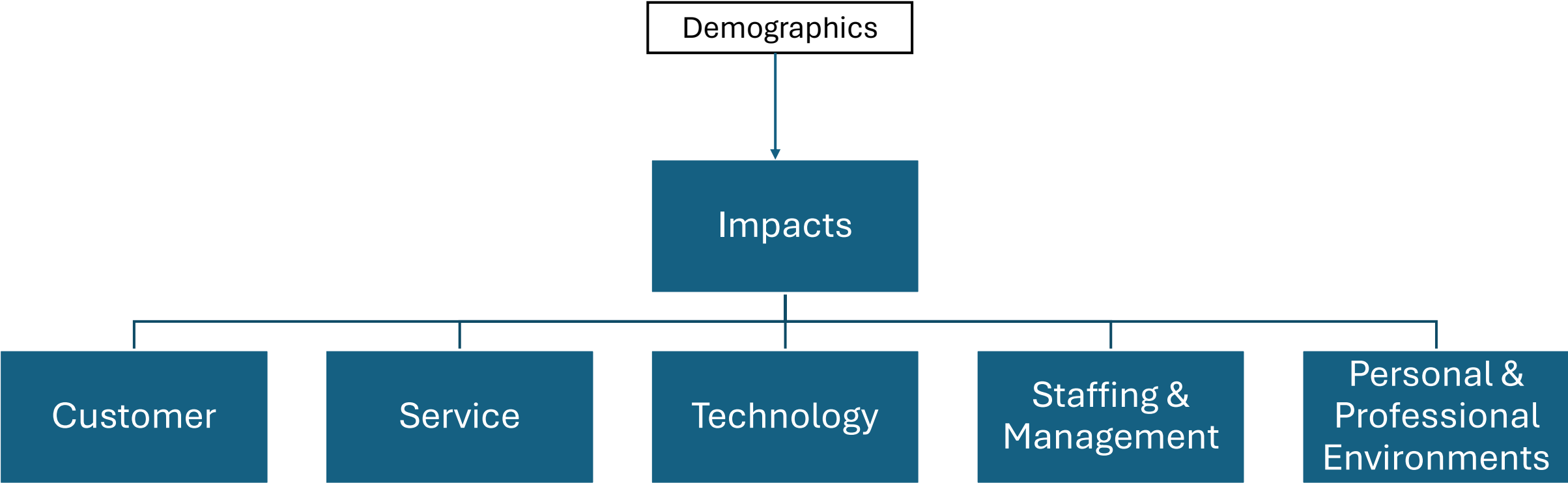
Listed in order of domain. Selected order of 50% or more

Top Selected Across All Domains

Measuring Success	75%
Adapting to Changing Customer Needs	71%
Using Advanced Technologies	67%
Personalizing vs. Standardizing	63%
Showing CX Value	64%

Environmental Scan Outcomes

Impacts

- **Customer**
  - Adapting to Changing Customers (71%)

- **Service**
  - Personalizing vs. Standardizing (63%)
  - Integrating Online and In-Person Services (53%)

- **Technology**
  - Using Advance Technologies (67%)
  - Omnichannel Integration (50%)

- **Staffing & Management**
  - Showing CX Value (64%)
  - Creating a Customer Focused Culture (61%)

- **Personal & Professional Environments**
  - Measuring Success (75%)

The figures presented are organized by domain and only include items selected by 50% or more of the respondents. This methodology ensures the displayed data reflects the most commonly agreed upon aspects within each domain.

Which of the following will significantly impact the customer experience profession over the next 5 years? [Please select up to 3 options]

Category	Percentage
Adapting to Changing Customer Needs: Keeping up with customers' changing personalization, convenience, and speed expectations.	71%
Dealing with Digital Differences: Addressing different levels of comfort and ability with digital technology among customers.	48%
Using Customer Feedback: Effectively gathering info and acting on what customers say they want.	45%
Handling Market Changes: Dealing with economic and market changes affecting customers' behavior.	40%
Setting Realistic Expectations: Making promises to customers that can be fulfilled.	25%
Localizing Global Strategies: Making sure worldwide customer experience strategies also meet local customer needs and preferences.	24%
Inclusive and Accessible CX: Making sure the customer experience is suitable and reachable for all customers.	21%
None of above	2%

Customers

n=419

Which of the following will significantly impact the customer experience profession over the next 5 years? [Please select up to 3 options]

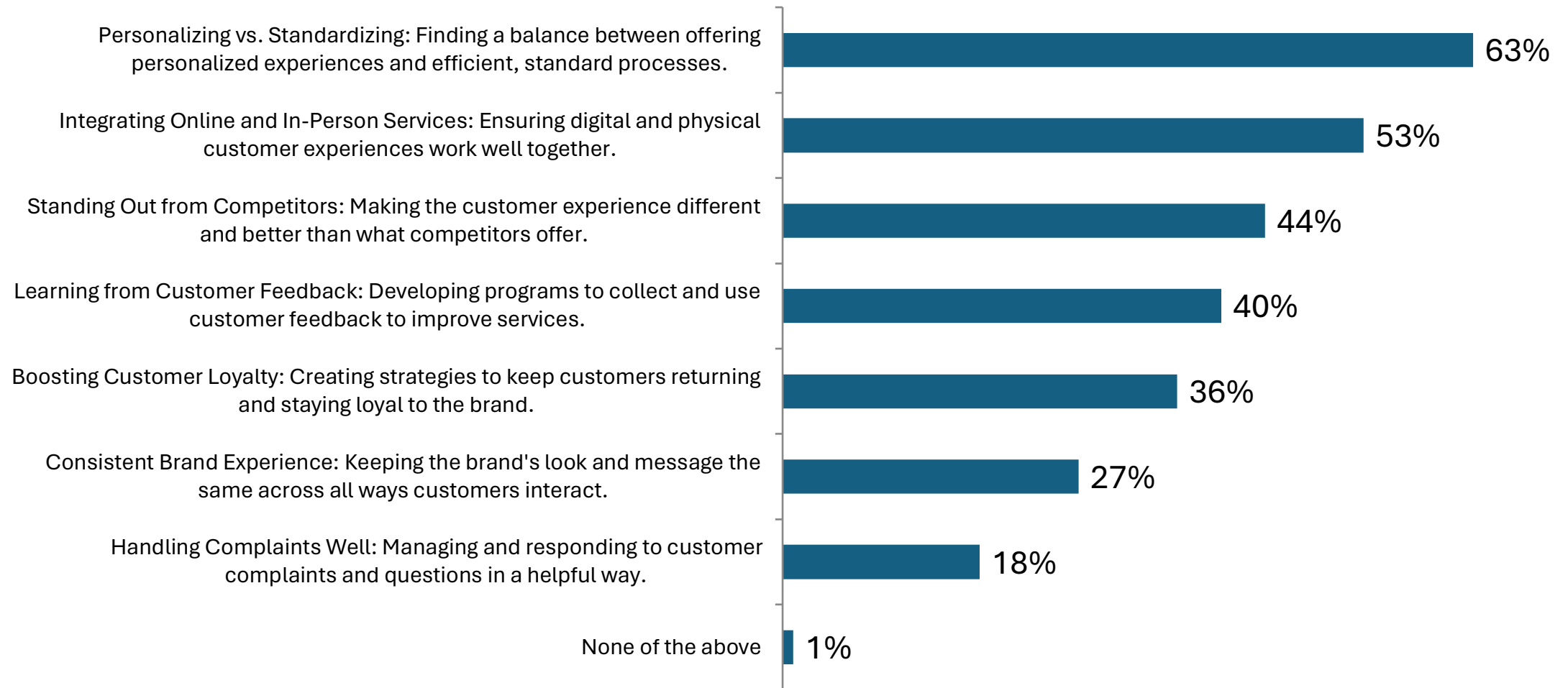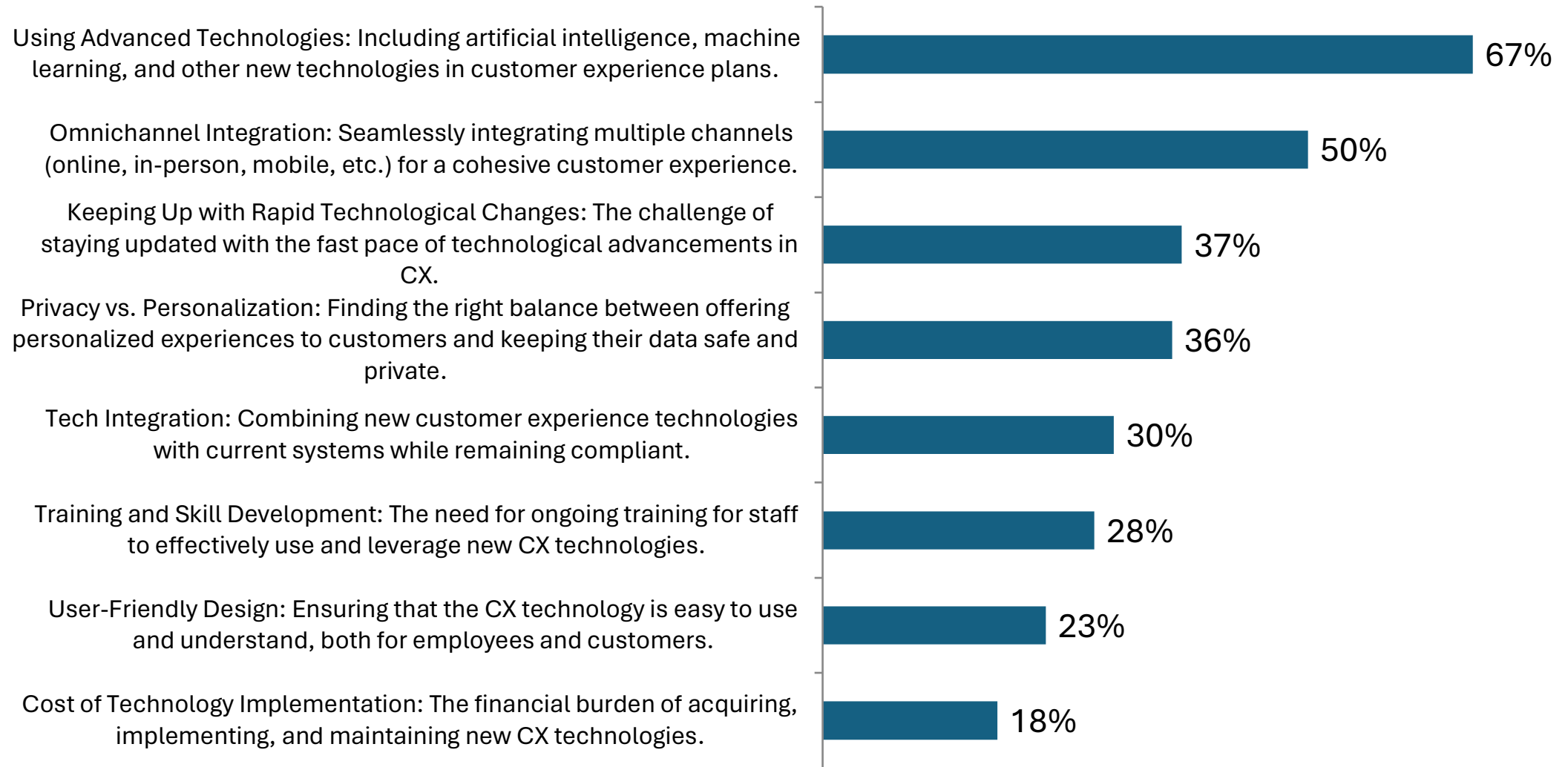| Option	Percentage
Personalizing vs. Standardizing: Finding a balance between offering personalized experiences and efficient, standard processes.	63%
Integrating Online and In-Person Services: Ensuring digital and physical customer experiences work well together.	53%
Standing Out from Competitors: Making the customer experience different and better than what competitors offer.	44%
Learning from Customer Feedback: Developing programs to collect and use customer feedback to improve services.	40%
Boosting Customer Loyalty: Creating strategies to keep customers returning and staying loyal to the brand.	36%
Consistent Brand Experience: Keeping the brand's look and message the same across all ways customers interact.	27%
Handling Complaints Well: Managing and responding to customer complaints and questions in a helpful way.	18%
None of the above	1%

Services

n=419

Which of the following will significantly impact the customer experience profession over the next 5 years? [Please select up to 3 options]
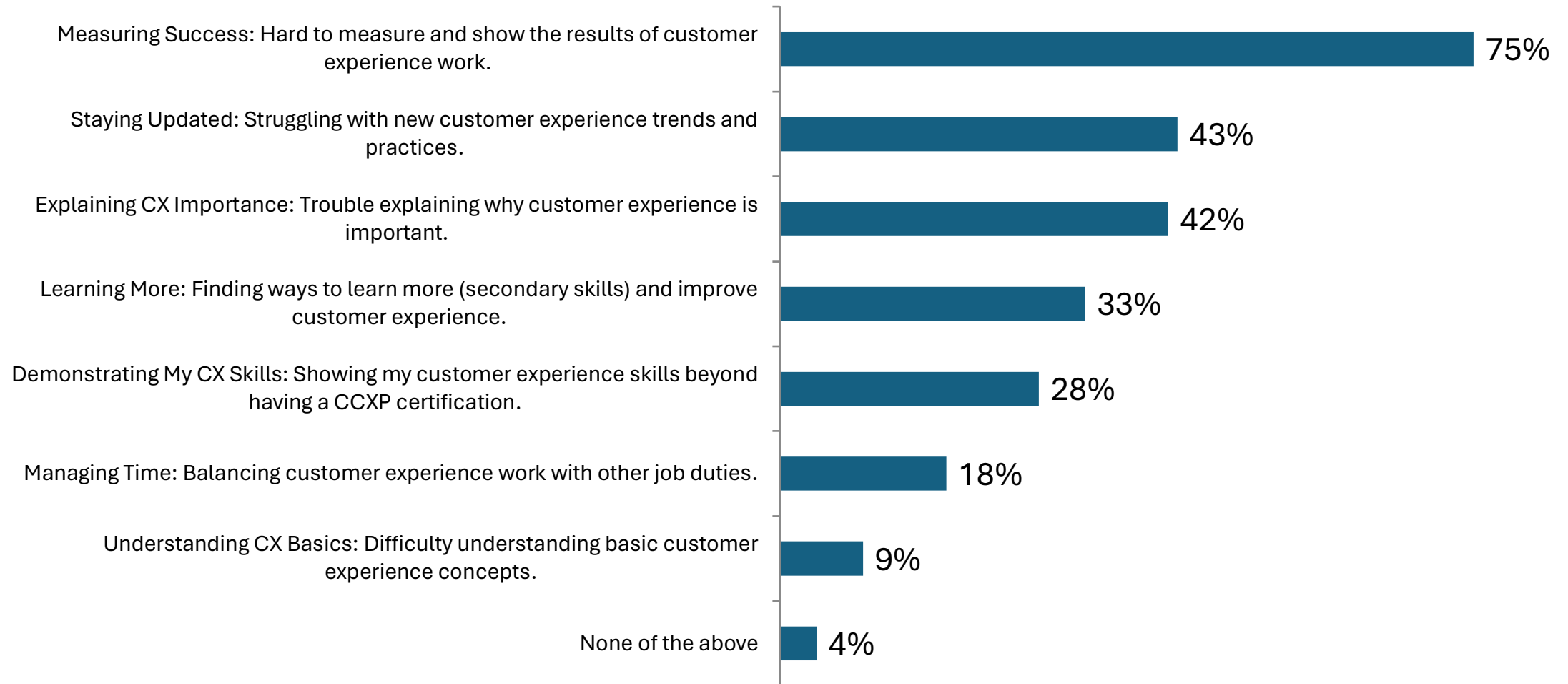
Option	Percentage
Using Advanced Technologies: Including artificial intelligence, machine learning, and other new technologies in customer experience plans.	67%
Omnichannel Integration: Seamlessly integrating multiple channels (online, in-person, mobile, etc.) for a cohesive customer experience.	50%
Keeping Up with Rapid Technological Changes: The challenge of staying updated with the fast pace of technological advancements in CX.	37%
Privacy vs. Personalization: Finding the right balance between offering personalized experiences to customers and keeping their data safe and private.	36%
Tech Integration: Combining new customer experience technologies with current systems while remaining compliant.	30%
Training and Skill Development: The need for ongoing training for staff to effectively use and leverage new CX technologies.	28%
User-Friendly Design: Ensuring that the CX technology is easy to use and understand, both for employees and customers.	23%
Cost of Technology Implementation: The financial burden of acquiring, implementing, and maintaining new CX technologies.	18%

Technology

n=416

Which of the following will significantly impact the customer experience profession over the next 5 years? [Please select up to 3 options]

Option	Percentage
Showing CX Value: Proving that customer experience projects are worth the investment.	64%
Creating a Customer-Focused Culture: Making the whole organization care about customer experience.	61%
Working Together Across Teams: Getting different departments to work together on customer experience.	44%
Choosing the Right Measures: Finding metrics and indicators to check if customer experience works.	32%
Understanding Customer Needs: Understanding the customer journey to improve customer experience.	31%
Budgeting for CX: Getting enough money and resources for customer experience projects.	29%
Training Employees: Ensuring employees have the skills and motivation to create a great customer experience.	21%
Following Rules: Changing customer experience strategies to meet new laws or regulations.	6%
None of the above	1%

Staffing and Management

n=416

Which of the following will significantly impact the customer experience profession over the next 5 years? [Please select up to 3 options]

Option	Percentage
Measuring Success: Hard to measure and show the results of customer experience work.	75%
Staying Updated: Struggling with new customer experience trends and practices.	43%
Explaining CX Importance: Trouble explaining why customer experience is important.	42%
Learning More: Finding ways to learn more (secondary skills) and improve customer experience.	33%
Demonstrating My CX Skills: Showing my customer experience skills beyond having a CCXP certification.	28%
Managing Time: Balancing customer experience work with other job duties.	18%
Understanding CX Basics: Difficulty understanding basic customer experience concepts.	9%
None of the above	4%

Personal or Professional Environment

n=414

CXPA Strategic Roles

What do they expect from CXPA?

Areas of Focus

RESEARCH ROLES

EDUCATION ROLES

EXTERNAL ADVOCACY ROLES

PROFESSIONAL ADVOCACY ROLES

CONVENING ROLES

CXPA Strategic Roles Outcomes

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┌─────────────────┐
│  Demographics   │
└─────────────────┘
         │
         ▼
┌─────────────────┐
│    Impacts      │
└─────────────────┘
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┌─────────────────┐
│   CXPA Focus    │
└─────────────────┘
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| Research | Education | External Advocacy | Professional Advocacy | Convening |

Top Selected Across All Domains

Category	Percentage
Developing CX Success Stories	67%
Promoting CX Standards	62%
CX Impact Analysis	60%
Research and Thought Leadership Hub	53%
Professional Training Programs	41%
CX Thought Leadership Forums	41%

CXPA Strategic Roles Outcomes

CXPA Focus

- **Research**
  - CX Impact Analysis (60%)
- **Education**
- **External Advocacy**
  - Develop CX Success Stories (67%)
  - Host Programs to Increase CX Understanding for CEOs (54%)
  - Showcase CX Innovations (53%)
- **Professional Advocacy**
  - Promoting CX Standards (62%)
  - Influencing CEOs (53%)
- **Convening**
  - Research & Thought Leadership Hub (53%)
  - Forecasting Future CX Trends (50%)

The figures presented are organized by domain and only include items selected by 50% or more of the respondents.

Which of the following is the most critical job for the Customer Experience Professionals Association (CXPA) to focus on? [Please select up to 3 options]

Option	Percentage
CX Impact Analysis: Analyzing the business impact of CX strategies.	60%
Global CX Best Practices Research: Conducting and sharing global research on CX best practices.	48%
Trend Analysis and Forecasting: Identifying and predicting emerging trends in CX.	48%
Customer Behavior Studies: Researching changes in customer behaviors and expectations.	37%
Innovative CX Technology Evaluation: Assessing and reporting on new CX technologies.	35%
Cross-Industry CX Benchmarking: Comparing CX strategies across industries.	28%
Cultural Influence on CX: Exploring how culture affects customer experience.	25%
None of the above	2%

Research

n=435

Which of the following is the most critical job for the Customer Experience Professionals Association (CXPA) to focus on? [Please select up to 3 options]

Option	Percentage
CX Thought Leadership Forums: Creating platforms for CX thought leadership discussions.	41%
Professional Training Programs: Offering CX training for professionals at different career stages.	41%
CX Networking: Bringing CX professionals together for connection.	38%
Global CX Case Studies: Sharing CX case studies from various industries and regions.	32%
Online Resource Library: Maintaining a digital library of CX resources.	31%
Certification Support: Providing CX professionals with clear pathways to earning certification of their CX expertise.	28%
Online Education: Providing access to real-time or on-demand virtual training.	24%
In-person CX Conferences: Supporting formal meetings for education, inspiration, and connection.	19%
Mentorship Programs: Facilitating mentorship for CX professionals.	18%
Industry Collaboration for Education: Partnering with academia for CX education.	14%
None of the above	1%

Education Roles

n=435

Which of the following is the most critical job for the Customer Experience Professionals Association (CXPA) to focus on? [Please select up to 3 options]

Option	Percentage
Develop CX Success Stories: Researching and sharing effective CX case studies.	67%
Host programs designed to increase CX understanding for CEOs and C-Suite Leaders	54%
Showcase CX Innovations within Business Conferences: Increase understanding of CX among non-CX professionals by participating in conferences of other industries.	53%
Awareness Campaigns: Raising awareness of CX's importance.	44%
Partnerships with Educational Institutions: Integrating CX into academic curricula.	32%
Public Relations and Media Outreach: Promoting CX in media.	13%
None of the above	2%

External Advocacy Roles

n=434

Which of the following is the most critical job for the Customer Experience Professionals Association (CXPA) to focus on? [Please select up to 3 options]

Option	Percentage
Promoting CX Standards: Advocating for CX standards and best practices.	62%
Influencing CEOs/C-Suite: Communicating value of CX to senior leadership.	53%
Educating Stakeholders: Providing CX education to practitioners.	35%
Supporting CX Research Initiatives: Supporting research in CX.	34%
Representation in Industry Forums: Representing CX profession in industry discussions (e.g., banking...	33%
Global CX Advocacy: Promoting CX globally.	28%
Public Awareness of CX Career Paths: Highlighting career opportunities in CX.	19%
Influencing Policy and Regulation: Engaging with policymakers for CX recognition.	13%
None of the above	1%

Professional Advocacy Roles

n=434

Which of the following is the most critical job for the Customer Experience Professionals Association (CXPA) to focus on? [Please select up to 3 options]

Option	Percentage
Research and Thought Leadership Hub: Providing insights for future CX directions.	53%
Forecasting Future CX Trends: Predicting future CX trends and developments.	50%
CX Innovation Incubator: Nurturing new CX ideas and innovations.	40%
Credentialing CX professionalism: Designating individuals and companies that meet established…	39%
Setting Universal CX Standards: Establishing global CX standards.	39%
Facilitating Industry Consensus: Building consensus on CX issues or trends.	20%
Cultural and Regional CX Integration: Investigating different cultural perspectives on CX.	16%
Neutral Platform for Dialogue: Offering a platform for CX discussions.	16%
None of the above	2%

Convening Roles

n=430

CXPA Relationship

What is their relationship with CXPA?

CXPA Strategic Roles Outcomes

Demographics

↓

Impacts

↓

CXPA Strategic Role

↓

Extremely to Moderately Satisfied (86%)

Areas of Satisfaction

- Engagement & Development
- Resources & Benefits
- Strategic Involvement

Areas of Dissatisfaction

- Professional Development
- Community Engagement
- Membership Experience
- Strategic Focus and Impact
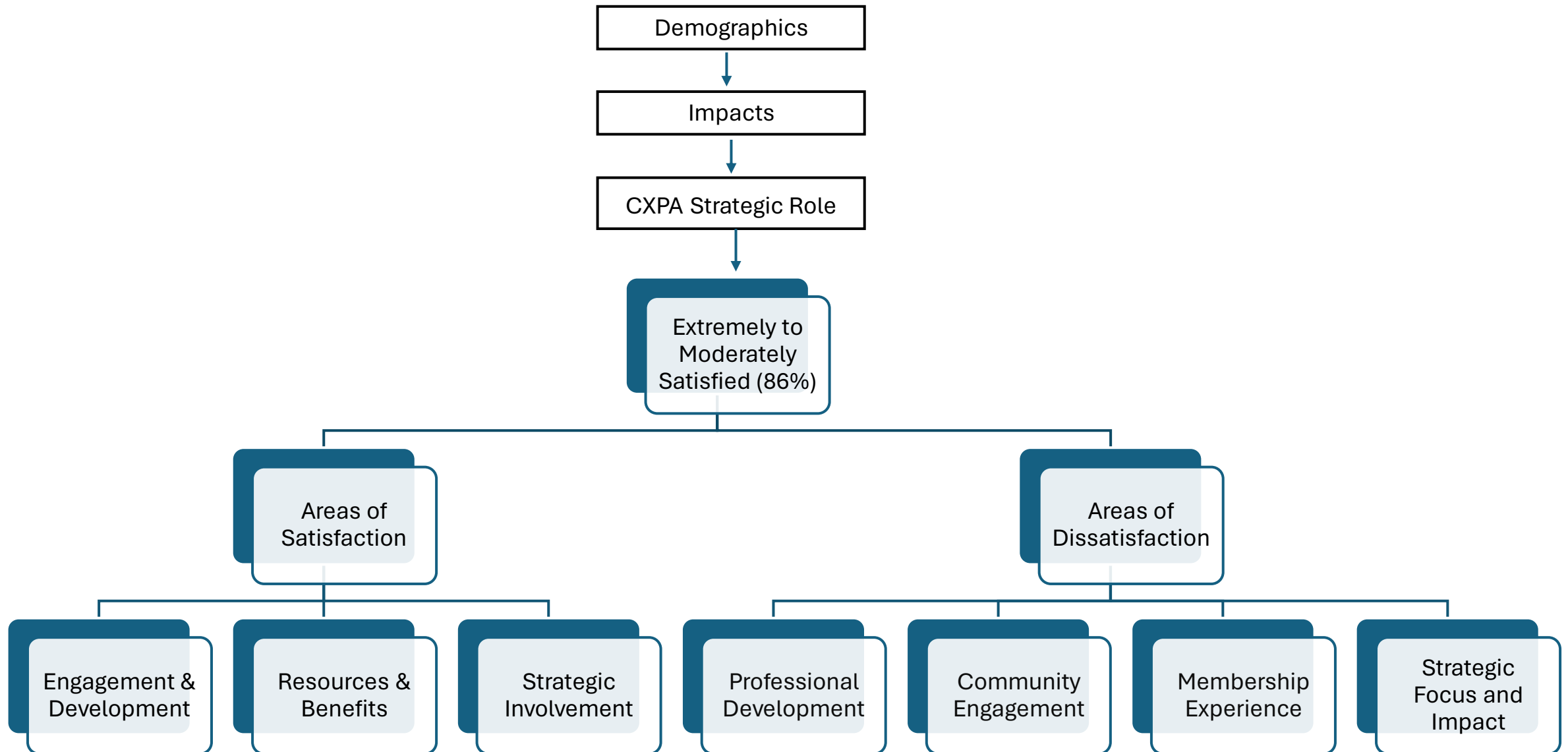
Areas of Focus

Satisfaction

Value
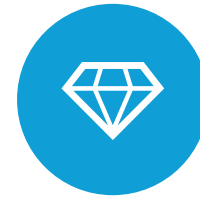
Relevance

Overall, how satisfied are you with your membership with CXPA?

Extremely satisfied	Very satisfied	Moderately satisfied	Slightly satisfied	Not at all satisfied
12%	36%	38%	12%	3%
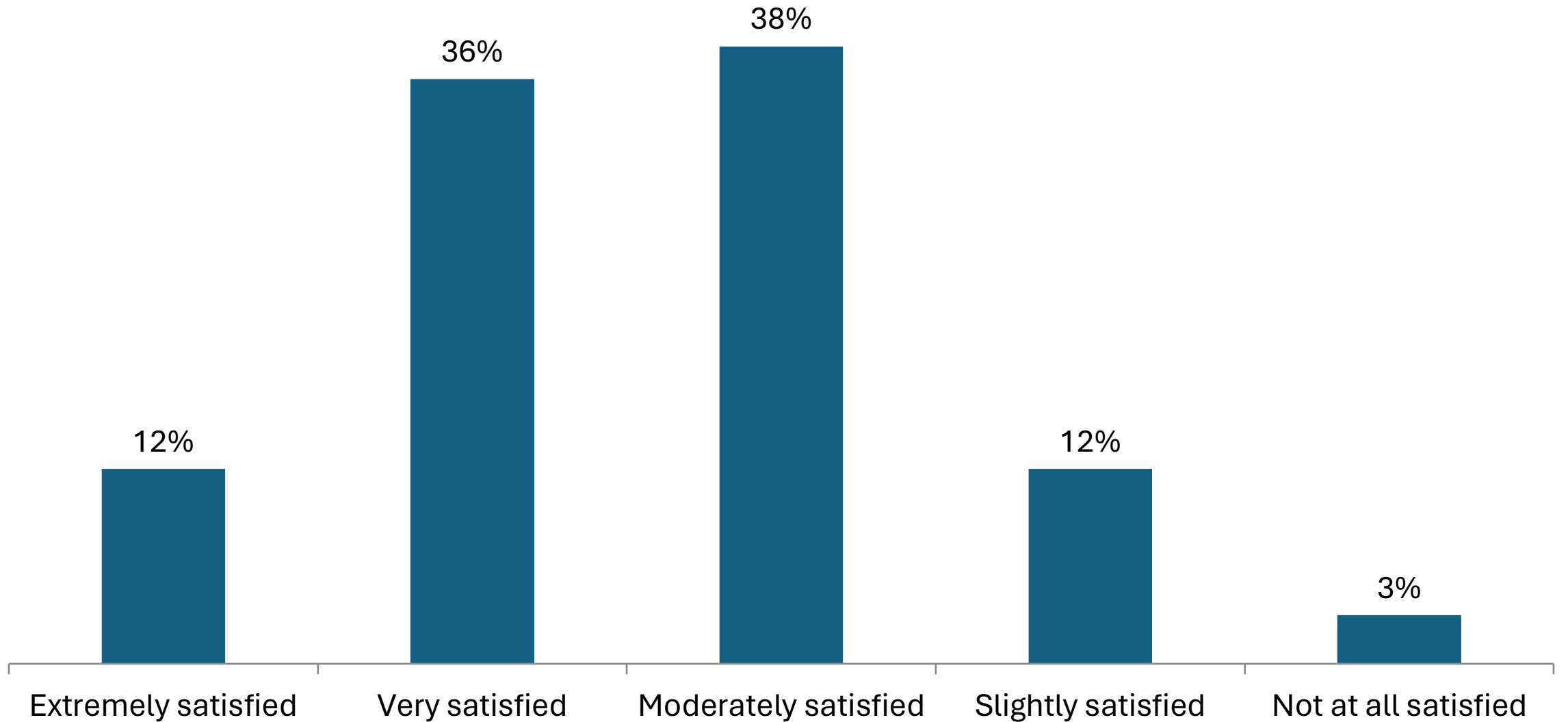
n=598

What is the most satisfying aspect of your participation or membership with CXPA?

Community and Networking

- Positive regard for the sense of community and networking opportunities.

- Making connections with CX professionals globally and locally.

- Valuing the diversity and inclusiveness of the community.

- Engagement with like-minded individuals passionate about the field.

Professional Development and Learning

- Continuous learning from a community of CX experts.

- Value found in the educational opportunities and knowledge sharing events.

- The recognition and credibility of the CCXP certification.

- Access to resources that support professional growth, such as webinars, conferences, and training materials.

Resource Quality and Availability

- Appreciation for the available resources but a noted need for updates as some are approaching 10 years old.

- Access to cutting-edge tools, research, and educational opportunities.

- Availability of relevant content and thought leadership, though more recent updates are desired.

Volunteering and Contribution

- Opportunities to volunteer and contribute to the association.

- Satisfaction from supporting the growth of new CX professionals.
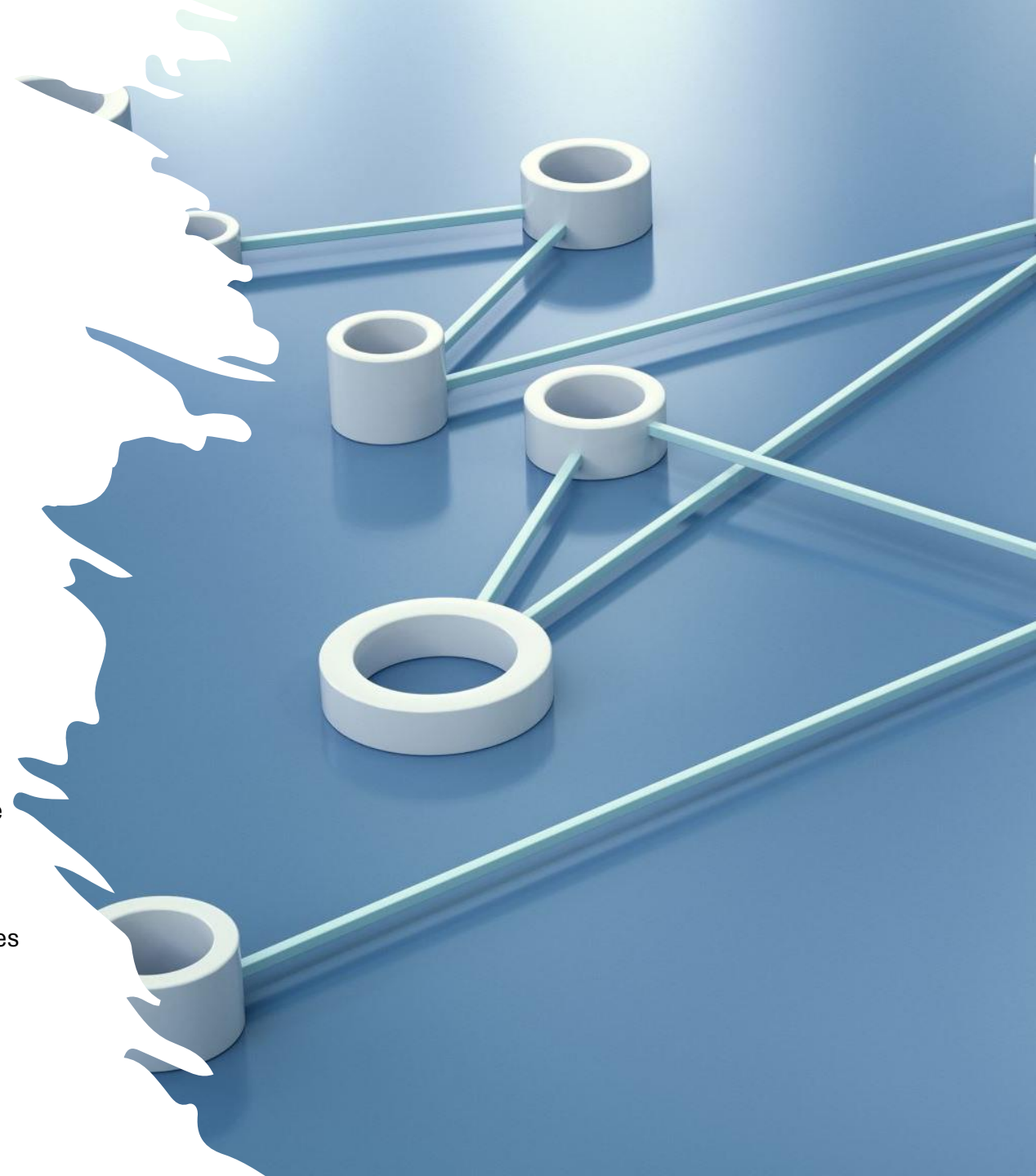
What is the most satisfying aspect of your participation or membership with CXPA?

Certification and Recognition

- Positive views on the status of CCXP credential and the professional credibility it brings.

- The certification process is seen as a differentiator and is valued for the network access it provides.

Access to Information and Thought Leadership

- Members value the information provided through periodic bulletins, reports, and forums.

- Interest in the association's commitment to advancing CX as a discipline.

Experience and Engagement

- Members appreciate the ability to engage and learn both online and in-person.

- Sharing of best practices and experiences among members.

- Feeling of contributing to a larger movement within the CX industry.

Global and Regional Involvement

- Involvement in regional leadership and appreciation for international networking.

- Discussions around regional events and collaboration.
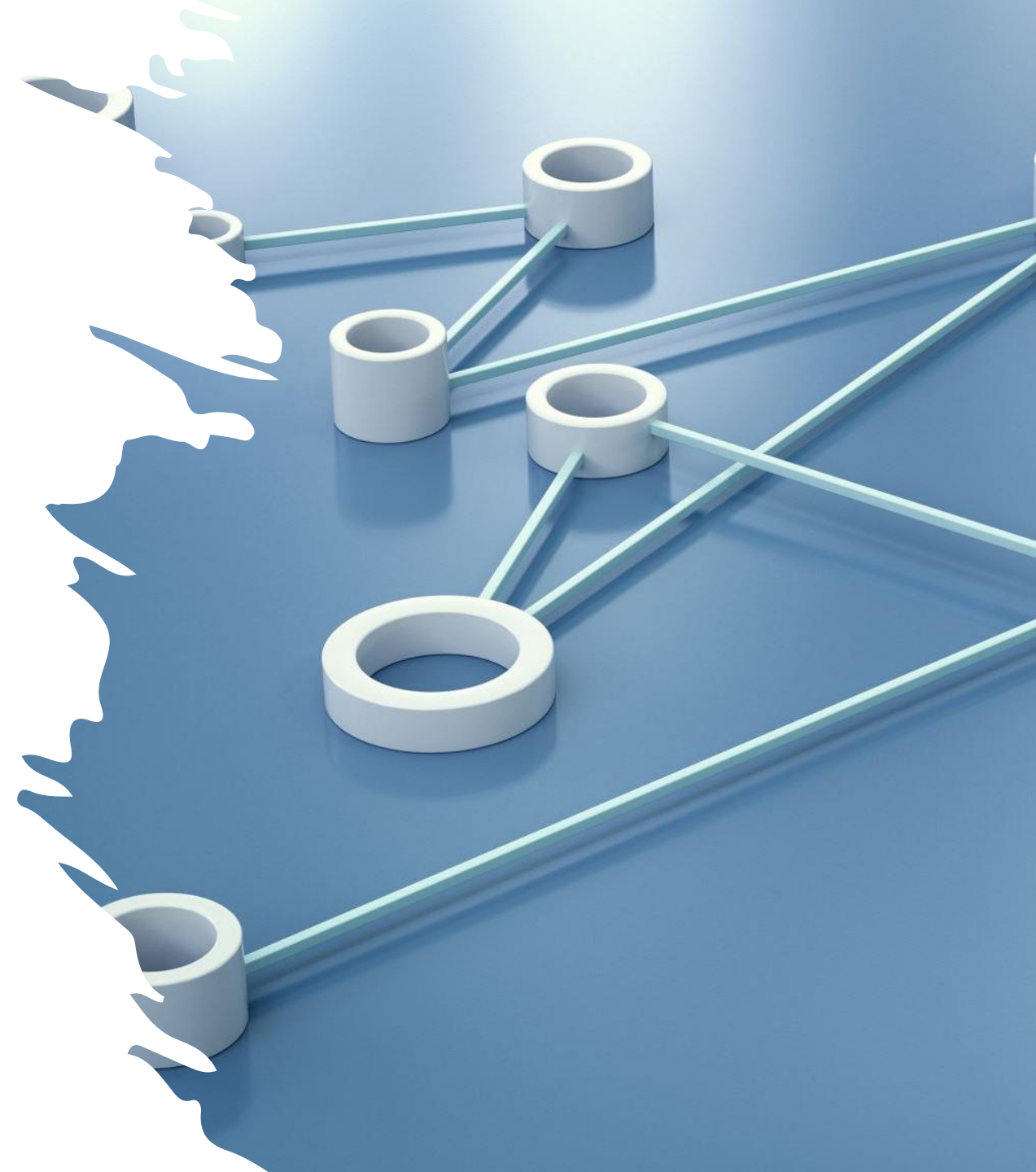
What is the most satisfying aspect of your participation or membership with CXPA?

Tools and Technology

- Learning from new technology advances and tools.

- Access to valuable content and resources that are helpful in practice.

Organizational Benefits

- Acknowledgement of the CXPA as a recognized global institution and the benefits of being part of such an organization.

- Opportunity to influence the direction of the CX field.

Opportunities and Future Engagement

- Members are looking forward to engaging more and exploring new opportunities within the community in the coming years.

Recommendations

Suggestions for Improvement

- Requests for more local chapters and in-person events, especially in specific areas and cities.

- Desire for more up-to-date materials and resources.

- Some members express a need for more involvement and better communication.

Feedback on Specific Offerings

- Specific mention of enjoying content from well known thought leaders.

- Praise for the book of knowledge and online materials provided by the CXPA.
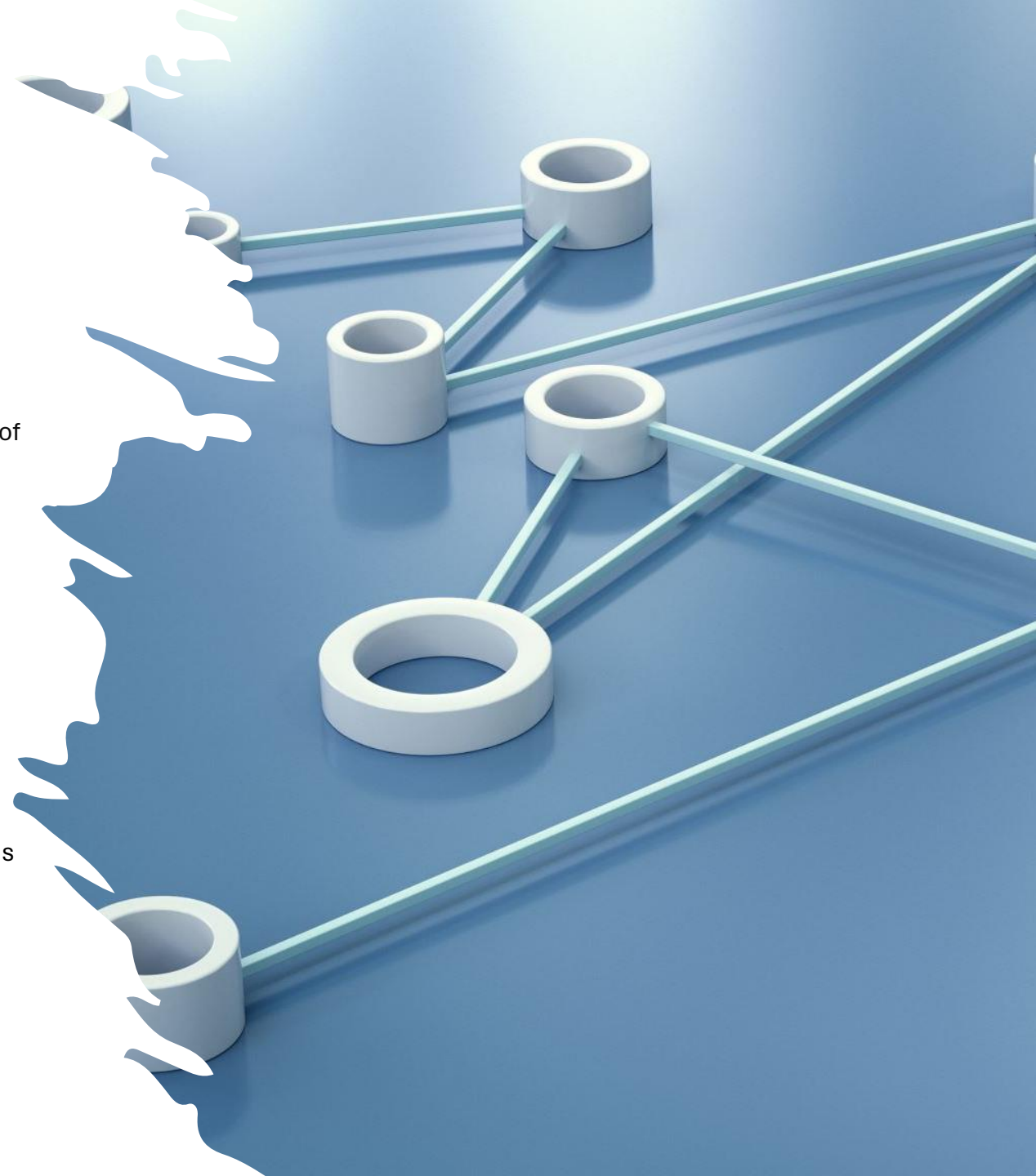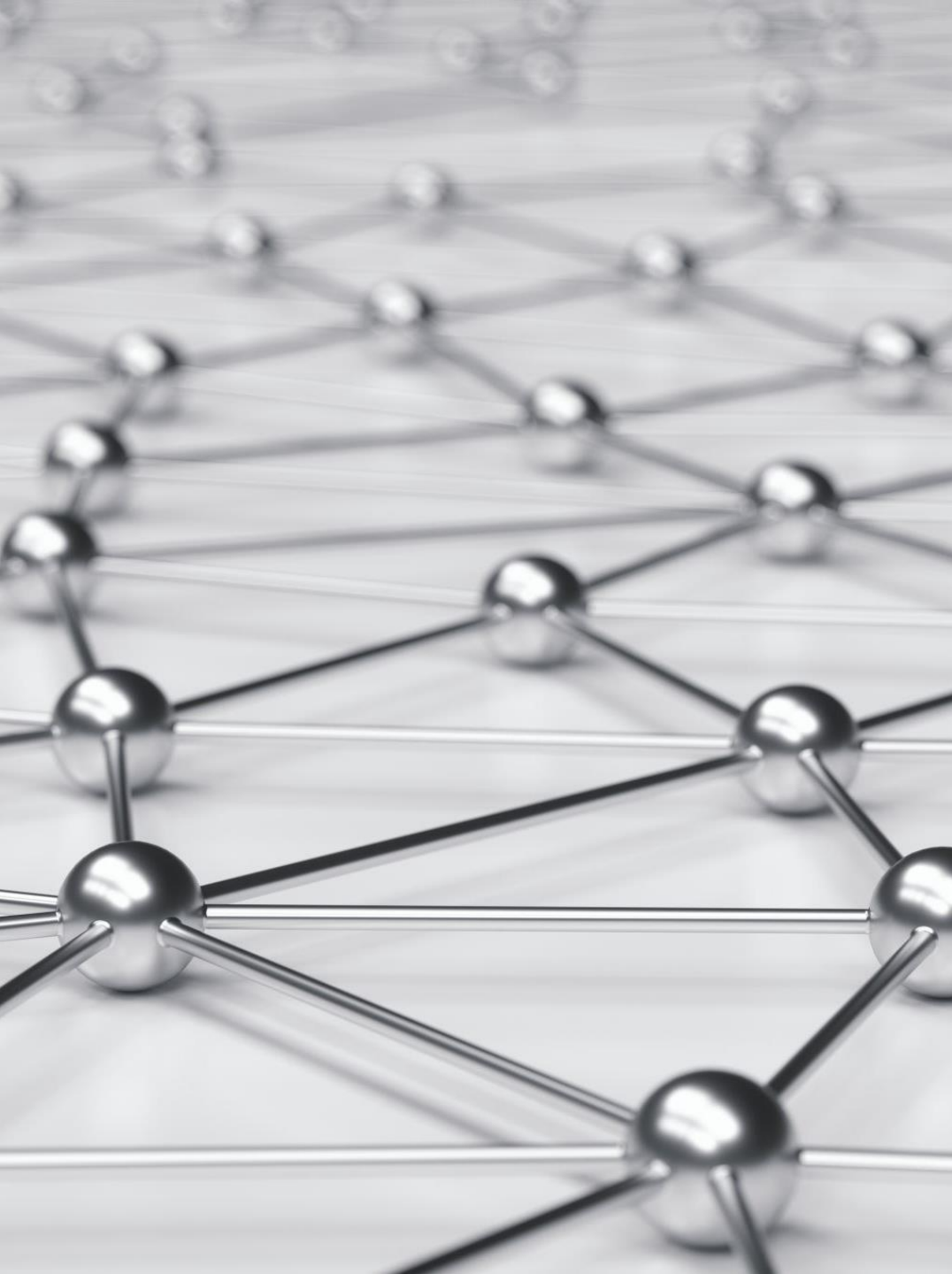
Why are you not more satisfied with CXPA?

Expectations and Offerings

- Dissatisfaction with the quantity and quality of offerings such as job postings, local events, and thought leadership resources.

- A call for more actionable content like blogs, seminars, and webinars.

- Frustration over regional support and challenges in establishing new chapters.

Local Chapters and Global Presence

- Reports of chapters becoming company-centric or not offering regular networking events.

- Concerns about the association being too U.S.-focused and lacking tailored services for other regions.

Professional Growth and Value

- Limited perceived value for seasoned professionals, including advanced education, career growth, job search support, and content for experienced practitioners.

- A desire for CXPA to advocate more for the CX profession and improve the recognition of certifications like CCXP.

- The need for more advanced forums and discussions for expert-level members.
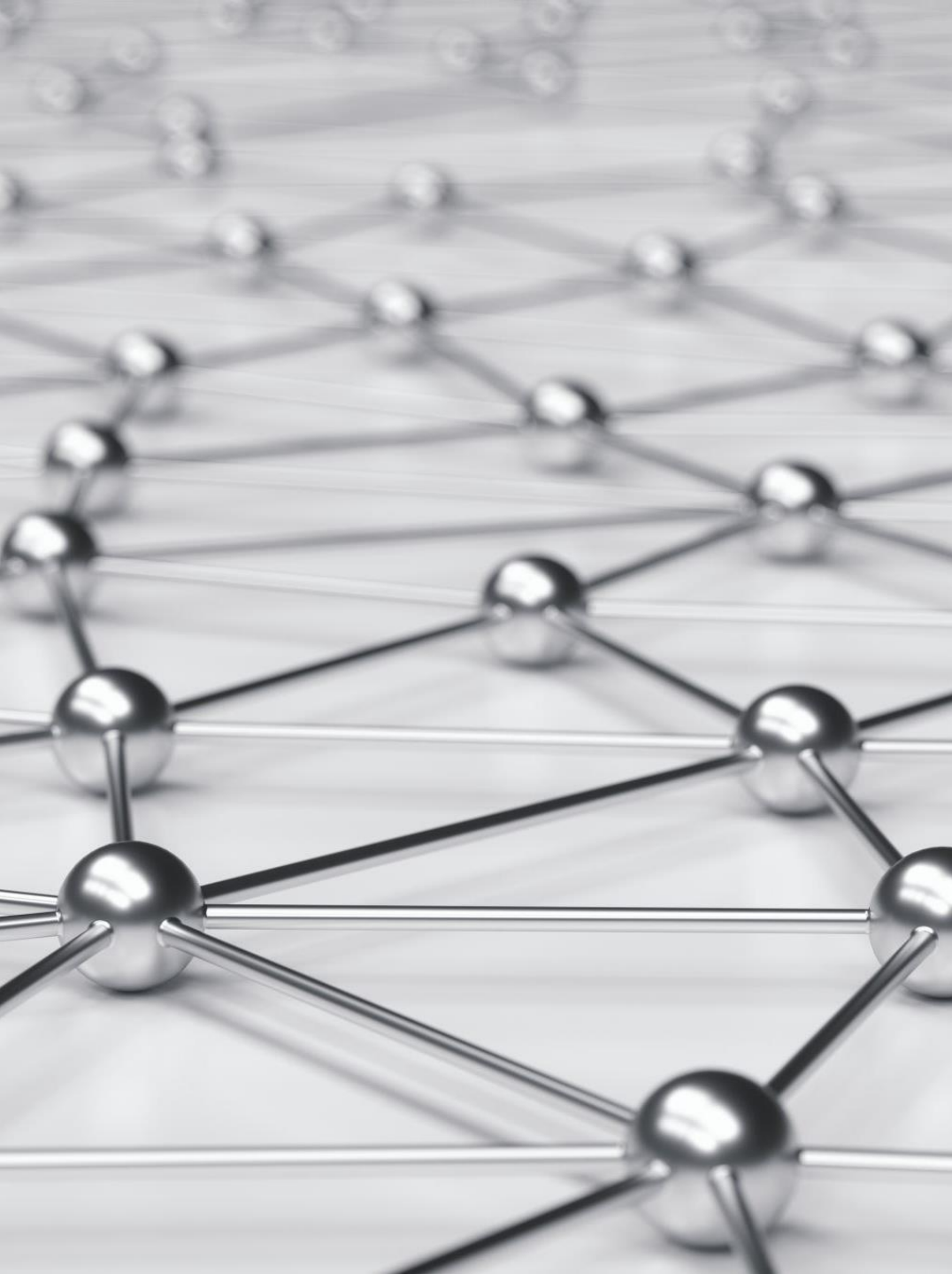
Why are you not more satisfied with CXPA?

Certification Process

- Frustration with the certification exam, described as "tricky," and a desire for a more straightforward evaluation.

- Discontent with the requirements for maintaining certification and the associated costs.

User Experience and Accessibility

- Complaints about the CXPA website being difficult to navigate and not user-friendly.

- A need for better user interfaces and the modernization of digital resources.

Networking and Community Engagement

- Requests for more networking opportunities, both locally and globally.

- The desire for a more robust and supportive community, with platforms for continuous engagement like Slack or Discord.

Resource Availability and Quality

- A desire for more current and regularly updated resources, including case studies, best practices, and training materials.

- Some feel the resources are too basic or commercialized, lacking depth for experienced professionals.
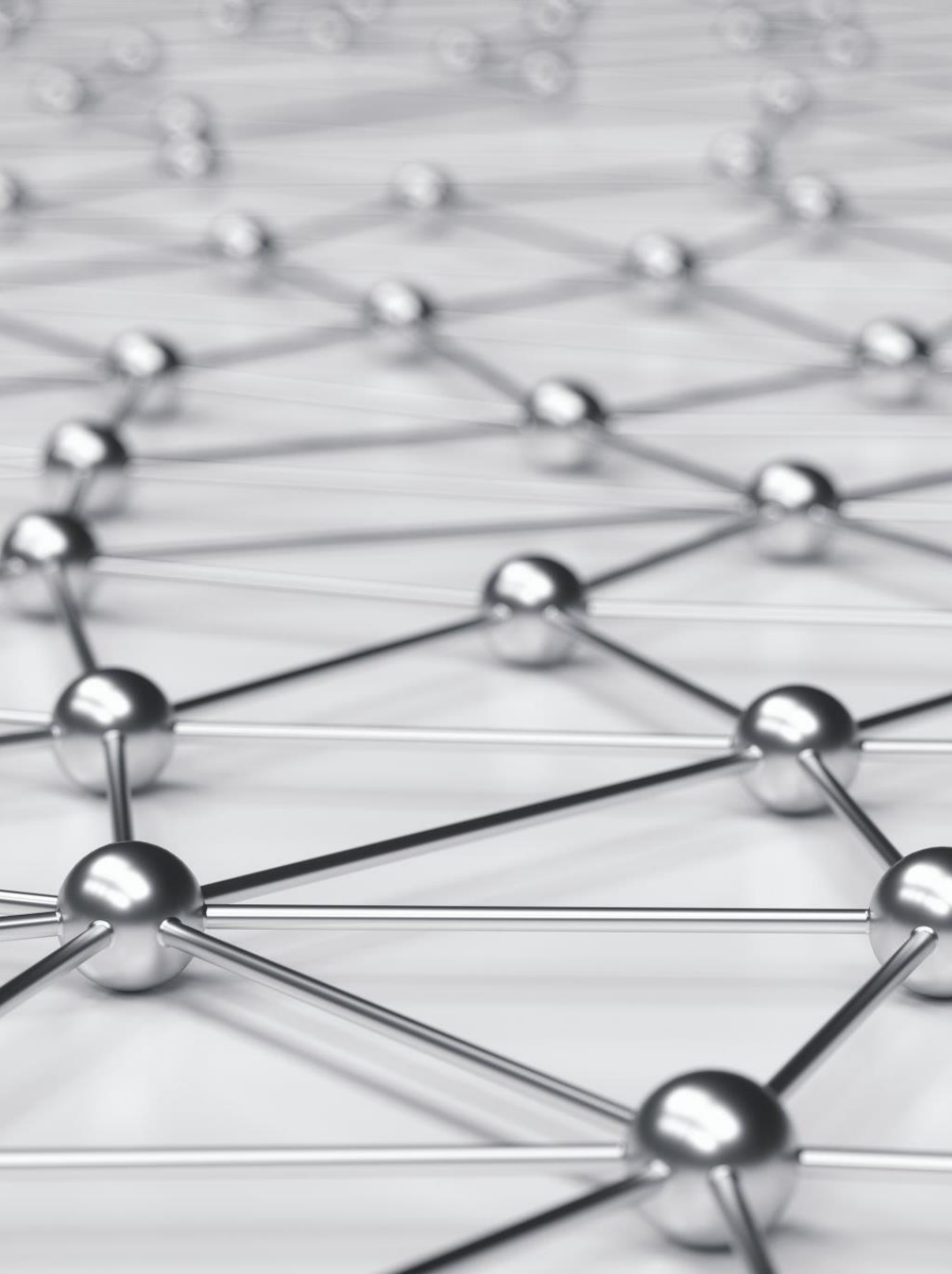
Why are you not more satisfied with CXPA?

Communication and Support

- Frustration with the organization's communication, described as reactive, passive, or unresponsive.

- Requests for more proactive member services and responsiveness to member needs.

Diversity and Inclusivity

- A call for the organization to be more inclusive, with better representation and support for non-U.S. members.

- The desire for the association to expand beyond the CX sphere and integrate into broader business discussions.

Cost and Membership Value

- Concerns over the high cost of membership, certification, and events.

- The perception that benefits do not justify the cost, especially for international members.

Organizational Focus and Impact

- Perception of CXPA being internally focused or vendor-dominated.

- A need for the association to provide a stronger sense of direction and purpose for its members.

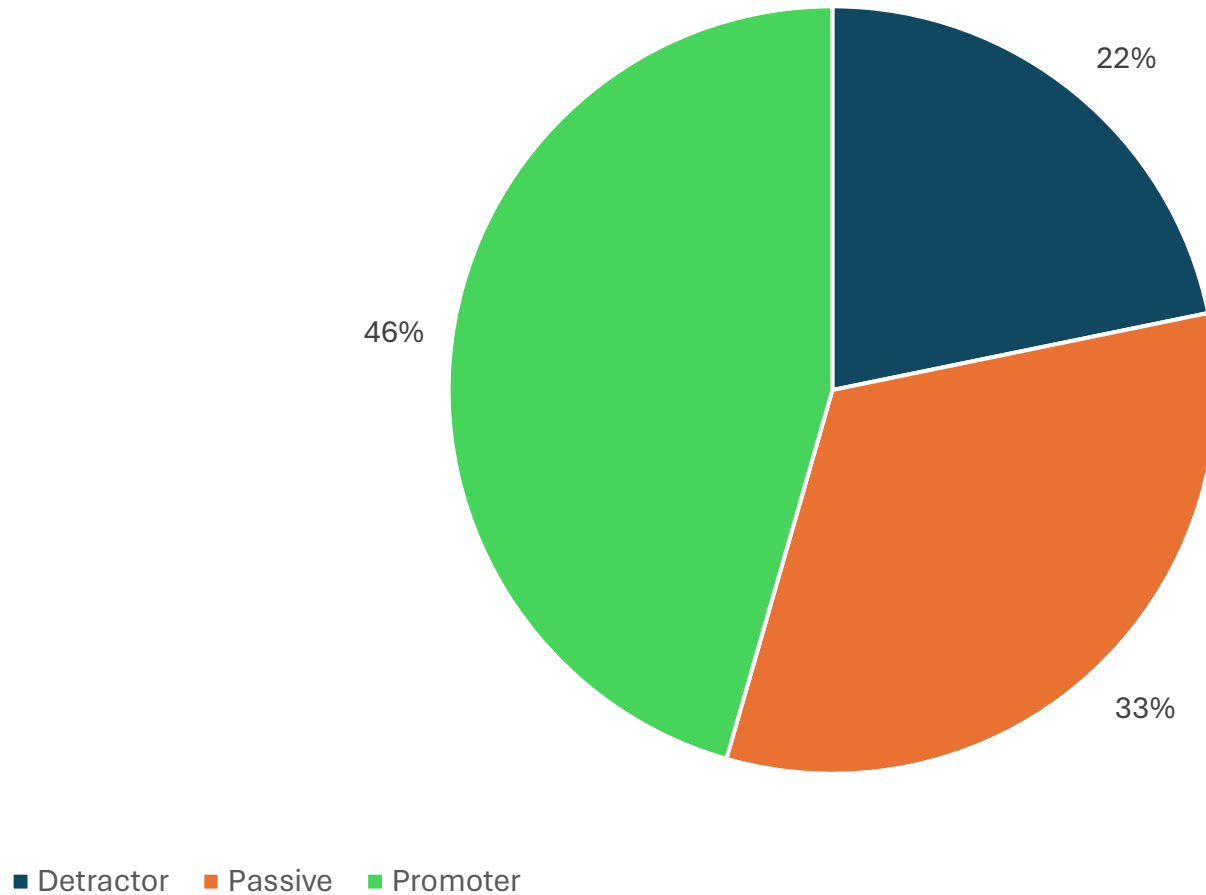# Considering all you receive from the CXPA, would you say your CXPA membership is a?

Excellent value	Very good value	Good value	Fair value	Poor value
13%	29%	30%	19%	8%
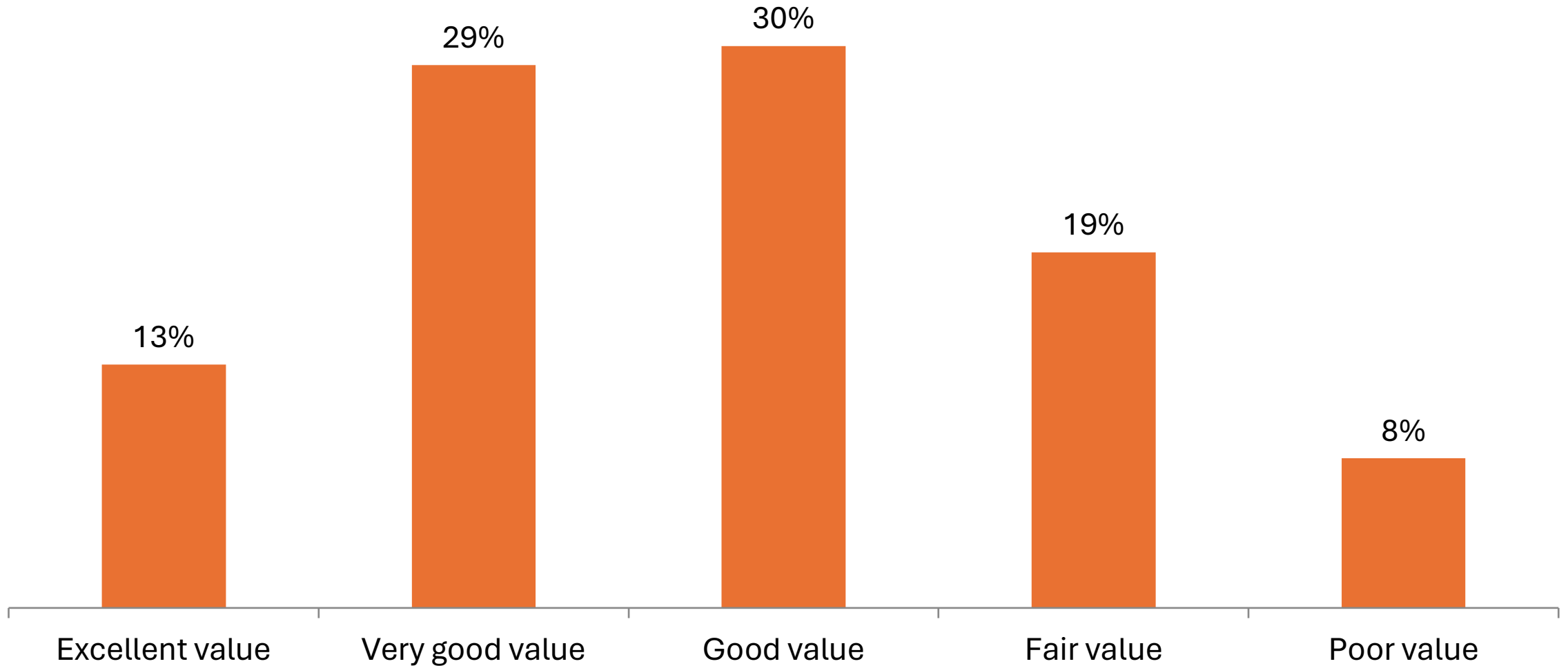
n=595

Explanation of Net Promoter Score℠ (NPS™)

- **Net Promoter®**, **NPS®**, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.
- **NPS™** measures the loyalty of customers to an organization. The **NPS™** rating is an index ranging from -100 to 100. A higher score is desirable.
- **The rating scale** is 0 to 10. Respondents that give you a 6 or below are Detractors, a score of 7 or 8 are called Passives, and a 9 or 10 are Promoters. <u>To calculate your NPS™, subtract the percentage of Detractors from the percentage of Promoters</u>.
- **Assessment:** Every industry has different averages. The image to the right approximates what constitutes a "good" score.
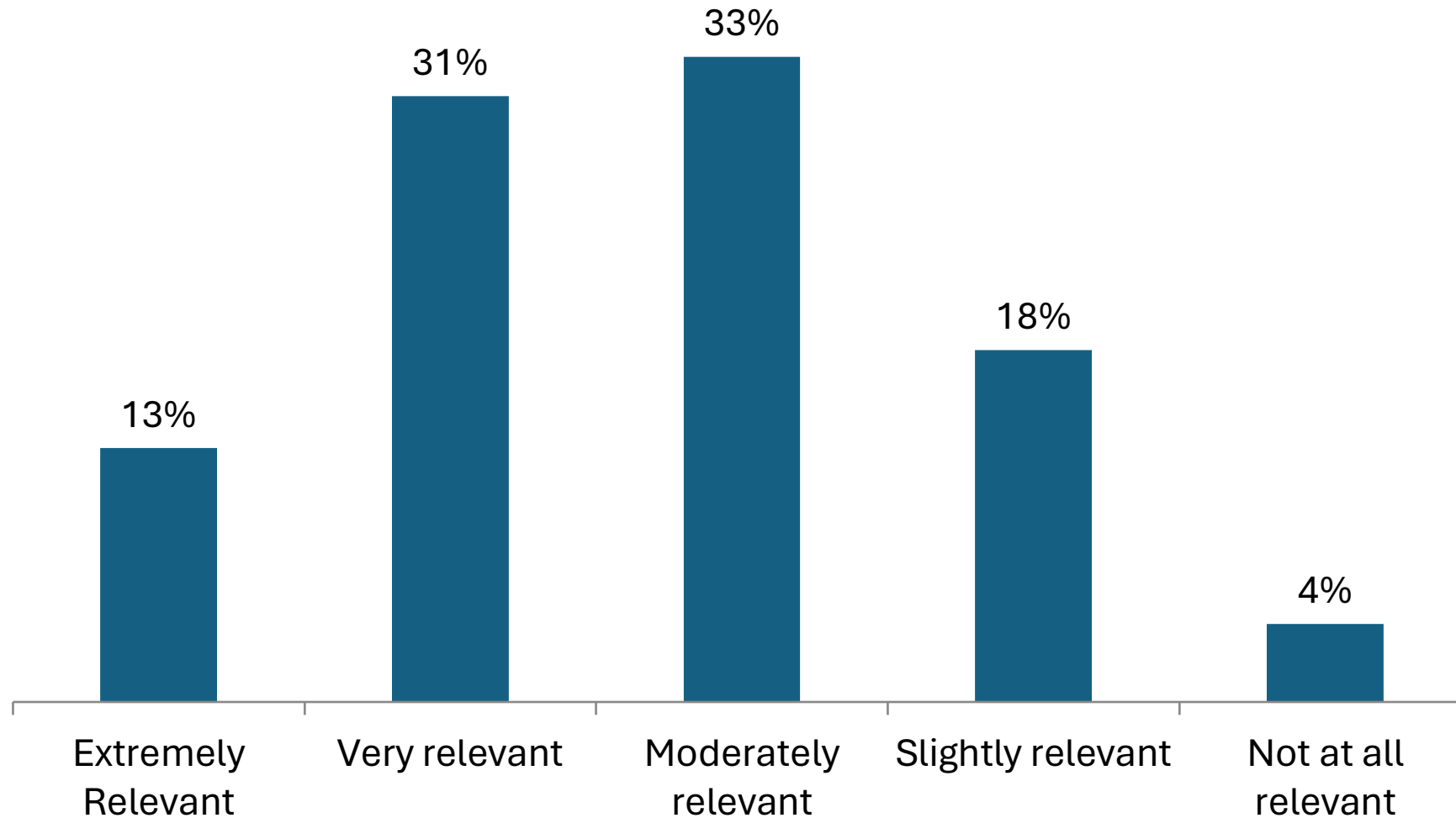
Net Promoter Score℠ Assessment

100

70

30

0

-100

70 to 100 Excellent

30 to 70 Very Good

0 to 30 Good

-100 to 0 Needs Improvement
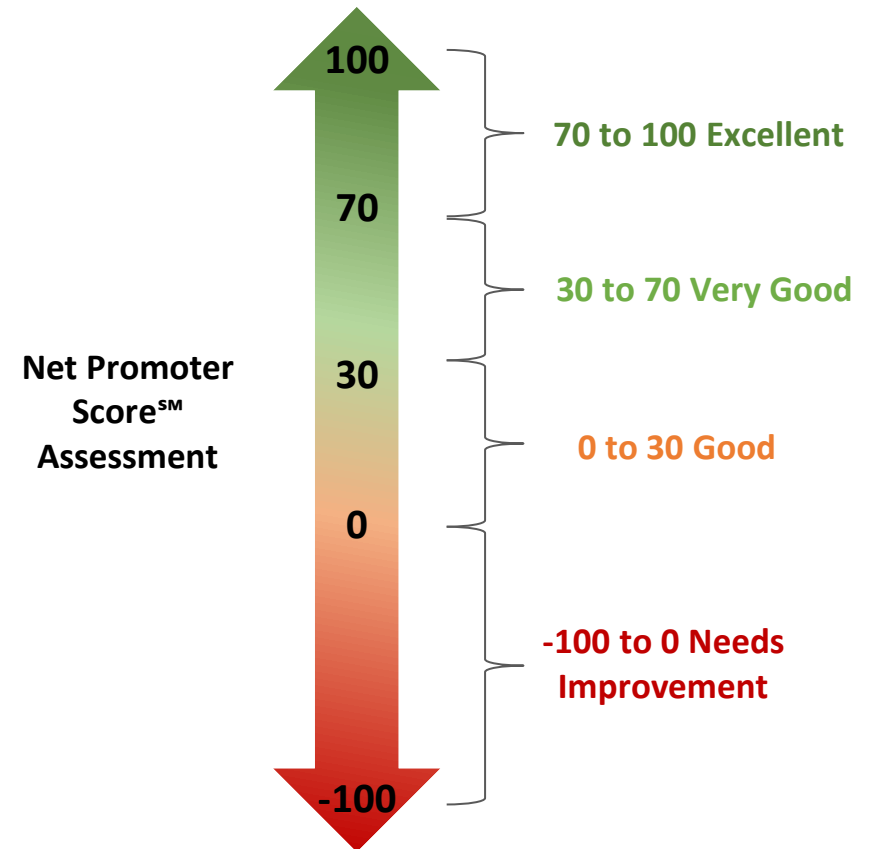
How likely are you to recommend the CXPA to a colleague?

NPS™ = 24

22%

33%

46%

■ Detractor ■ Passive ■ Promoter

n=591

Considering the full range of offerings from the CXPA, including programs, products, services, and events, how relevant is the association to your everyday professional activities?

Extremely Relevant	Very relevant	Moderately relevant	Slightly relevant	Not at all relevant
13%	31%	33%	18%	4%

n=596

Alternatives

What is the impact of alternatives?

Areas of Focus

 Other Resources

 Considerations
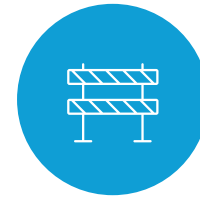
 Barriers

CXPA Strategic Roles Outcomes
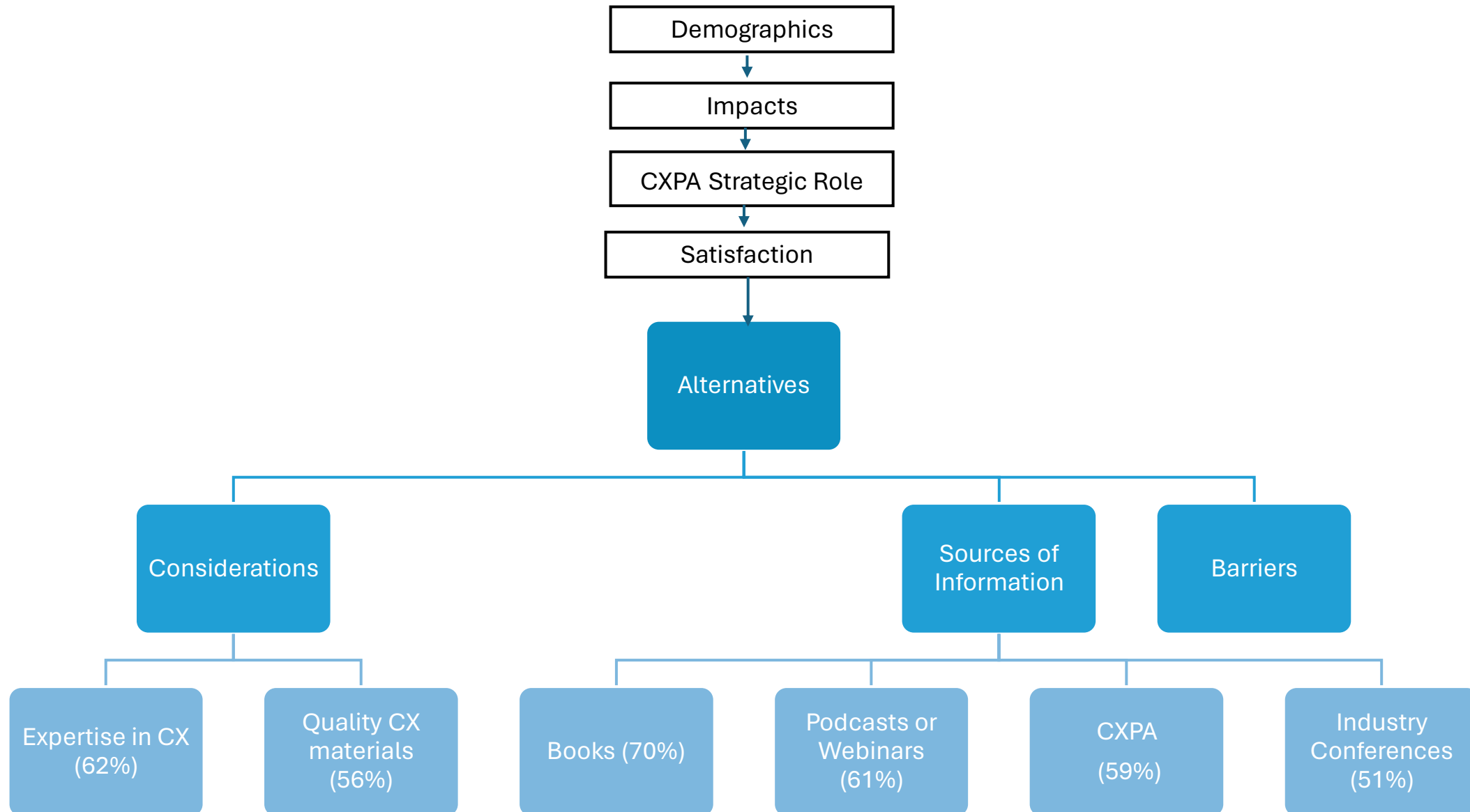

```
Demographics
    ↓
Impacts
    ↓
CXPA Strategic Role
    ↓
Satisfaction
    ↓
Alternatives
```

Alternatives

- **Considerations**
  - Expertise in CX (62%)
  - Quality CX materials (56%)
- **Sources of Information**
  - Books (70%)
  - Podcasts or Webinars (61%)
  - CXPA (59%)
  - Industry Conferences (51%)
- **Barriers**

The figures presented are organized by domain and only include items selected by 50% or more of the respondents.

Which of the following sources do you go to for information, community, or other resources related to customer experience? [Please select all that apply]

Source	Percentage
Books, journals, or publications in the field of customer experience	70%
Podcasts or webinars focused on customer experience	61%
Customer Experience Professionals Association	59%
Industry conferences or seminars	51%
Online communities or forums	42%
Professional networking groups	40%
Social media platforms	35%
CX consultants	35%
Technology companies	27%
Informal meetings of local CX professionals	25%
Other global or national CX associations	21%
Internal company resources	20%
Educational institutions	16%
Other (please specify)	4%

Sources of Information or Resources

n=828

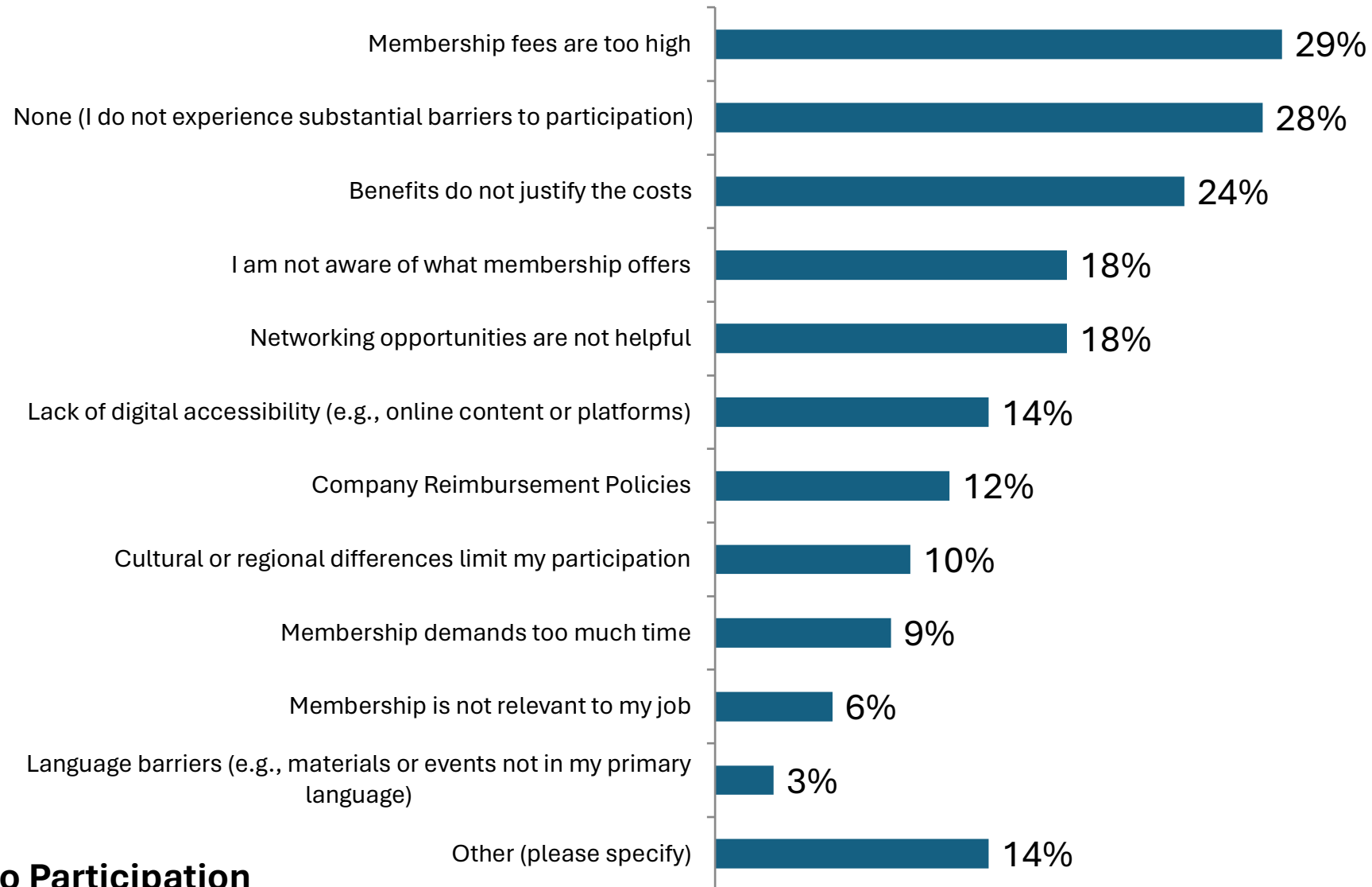**What are the 5 most important factors you consider when selecting an organization as a resource for CX? [Please select up to 5]**

Factor	Percentage
Expertise in customer experience	62%
Quality CX materials (like articles studies)	56%
Solutions for CX challenges	44%
Industry insights	38%
Good Reputation	35%
Easy to access online	31%
Latest CX technology and tools	30%
Affordable and good value	29%
Networking opportunities	29%
Matches my professional/personal goals	26%
Certification opportunities	24%
Convenient and flexible	14%
Community support	12%
Easy to access nearby	5%
Company Reimbursement Policies	3%
Other (please specify)	4%

Selection Criteria

n=818

Which of the following, if any, are substantial barriers to your participation in CXPA? [Select all that apply]

Barrier	Percentage
Membership fees are too high	29%
None (I do not experience substantial barriers to participation)	28%
Benefits do not justify the costs	24%
I am not aware of what membership offers	18%
Networking opportunities are not helpful	18%
Lack of digital accessibility (e.g., online content or platforms)	14%
Company Reimbursement Policies	12%
Cultural or regional differences limit my participation	10%
Membership demands too much time	9%
Membership is not relevant to my job	6%
Language barriers (e.g., materials or events not in my primary language)	3%
Other (please specify)	14%

Barriers to Participation

n=817

Which of the following, if any, are substantial barriers to your participation in CXPA? [Select all that apply]

Membership Value and Cost Concerns
•Concerns over the perceived value of CXPA membership and certification relative to the costs involved.
•Doubts about the relevance and alignment of the CCXP certification with long-term experience in the field.
•High fees for events and exams, with some seeing little justification for the expenses.

Website and User Experience Issues
•Multiple complaints about the CXPA website being outdated, difficult to navigate, and needing an overhaul.
•Issues with multiple URLs, logins, and a generally poor digital experience on the platform.

Content and Resources
•Many members find the content focused on entry-level professionals rather than advanced topics.
•A lack of industry-specific resources, with a call for more tailored offerings.
•The resources and discussions available are seen as outdated, unstructured, or too vendor-centric.

Local and Global Engagement
•Reports of inactive local chapters and insufficient global engagement outside the United States.
•Members desire more local networking events and a stronger presence in regions like Europe, Asia, and Australia.

Professional Development and Learning
•Requests for more relevant, quality offerings, including training for certification.
•The need for a broader range of knowledge and deeper insights into specific industries like SaaS or federal sectors.

Certification and Recertification Process
•Discontent with the recertification requirements and the arbitrary nature of the exam process.
•Calls for a certification process that accommodates regional nuances and is more interactive with practical application.

Other Barriers to Participation

n=817

Which of the following, if any, are substantial barriers to your participation in CXPA? [Select all that apply]

Organizational Focus and Industry Position
•Some members feel CXPA is too dominated by measurement/survey disciplines, lacking focus on experience design and digital transformation.
•The desire for CXPA to better advocate for the CX profession and increase its recognition and impact in the business community.

Networking and Career Development
•Networking events are sometimes seen as inauthentic, with a focus on connecting only with high-ranking professionals.
•Lack of support or recognition for CX consultants and the need for better career advancement resources.

Leadership and Organizational Direction
•Feedback on a lack of transparent communication and engagement between CXPA leadership and members.
•A perception that the association is not keeping pace with current technologies or trends.

Accessibility and Practical Engagement
•Reports of difficulties in hosting local events due to budget constraints or lack of organizational support.
•The difficulty of scheduling exams, especially during remote work conditions like those during COVID-19.

Technology and Infrastructure
•Technical glitches on the site and a dated appearance detract from the user experience.
•A call for a better, more modern website with an improved customer experience.

Time and Prioritization
•Members often cite time as a barrier to making the most of their CXPA membership due to demanding jobs or time zones.
•Difficulty in managing the time investment required for certification and ongoing engagement with CXPA activities

Other Barriers to Participation

n=817

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.

CHICAGO, IL
35 East Wacker Drive
Suite 850
Chicago, IL 60601
Telephone: 312-224-2626

WASHINGTON, DC
1120 20th St NW
Suite 750
Washington, DC 20036
Telephone: 202-216-9675

ONLINE
Twitter: @associationlab
www.associationlaboratory.com