August 2020 Member Input

In late July and early August 2020, CXPA gathered written feedback from CXPA members on priorities for the organization, advice to the CXPA Board, and ways to increase diversity and inclusion. The specific questions asked were:

- What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?
- If you were part of the CXPA Board, what would you see as the top priority for the organization?
- What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?
- Is there anything else that you would like your CXPA peers or leadership to consider?

The opportunity to provide input was advertised on social media, www.cxpa.org, in the CX Engine newsletter, and CXPA discussion forum. Members could provide feedback by written form, direct message to CXPA leadership, or participation in facilitated Town Halls. This document presents the member feedback that was received. In some cases, comments are repeated between the written form, online sessions, and facilitator summary.

- Feedback received by Online Form  
- August 4 11 AM Eastern Session Summary  
- August 4 11 AM Chat Comments -  
- August 4 5 PM Eastern Session Summary  
- August 4 5 PM Chat Comments  

This feedback has been shared with the CXPA Board of Directors and will form an essential part of priority setting and planning.

CXPA welcomes continued feedback and input. You may send your comments to CXPA’s CEO Greg Melia, CAE via email: greg@cxpa.org.

Feedback received by Online Form

The responses received are pasted below, organized by respondent as some responses reference other parts of the same submission.

Respondent #1 -

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?
Encouraging senior leadership to better understand the relationship and linkage between employee experience and customer experience

If you were part of the CXPA Board, what would you see as the top priority for the organization?
Greater focus on employee experience - customer experience linkage

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?
Reach out to organizations like SHRM and HR.com to develop joint initiatives to recognize, and encourage, the critical linkage of employee experience and customer experience.

Is there anything else that you would like your CXPA peers or leadership to consider?
N/A

Respondent #2

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?
More branding for CCXPs with employers.

If you were part of the CXPA Board, what would you see as the top priority for the organization?
NA

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?
Bring more and more awareness for CXPA, that would be a great starting point

Is there anything else that you would like your CXPA peers or leadership to consider?
Aim to become number among the CX associations. Not sure we are already there:

Respondent #3

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?
Breaking down organisational siloes, omnichannel experience management and strategy

If you were part of the CXPA Board, what would you see as the top priority for the organization?
Accessibility of resources and activities beyond US community

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

As per previous

Is there anything else that you would like your CXPA peers or leadership to consider?

Respondent #4

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Ruthless prioritisation in the face of reducing resources.

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Increasing profile and activities in new countries/geographies

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

More explicit comms regarding the growth in our membership and it's diversity

Is there anything else that you would like your CXPA peers or leadership to consider?

Respondent #5

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

I joined a new organization within the last year, they claim to have a robust CX discipline (100 people strong), but when you get into things it's mainly rhetoric. They talk the talk of journey mapping, experience design, CX strategy, etc., but really they're just a very large research division that's great at setting up and collecting insights with luke warm drive for action.

So I've started to really examine other practices, CX discussions, etc and it feels like the insights and metrics are what most people know and feel comfortable with. It would be great if we could gain more balance across the pillars to cement our credibility as a collective group/discipline.

I'd love to see CX as a fundamental component of business in the years ahead. Valued and sought out by CEOs for the intricate and powerful skills to transform cultures and business outcomes.

If you were part of the CXPA Board, what would you see as the top priority for the organization?
Getting our discipline solidified in the c-suite/org because it's proven to drive results. As important as finance, operations, etc.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

Diversity is a multidimensional thing...with many many factor. I agree that we need a more racially and ethnically diverse membership (we should represent the communities we serve). I also hope we look beyond the surface of what a person looks like and also seek diversity of secondary factors (like physical capabilities, economic circumstances, family structure, etc.) and organizational dimensions (like seniority, mgmt style, work experience, etc.).

Is there anything else that you would like your CXPA peers or leadership to consider?

Love the organization and what we're aiming to do. Let put energy into actions and outcomes

Respondent #6

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

The most helpful the CXPA has been to me was when I was working on vetting a software platform solution. I had conversations with nearly a dozen members to help shape not only my own opinions, but that of my colleagues. It means a lot when Ford has an opinion.

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Creating a formal approach to ROI. I see all the warning signs with this industry that I've seen in more "fad" or "trend" type emerging careers. I believe strongly that CX is simply the right way to look at the business. When you spiral into debate about whether it provides value, it's problematic. I just judged a CX awards category focused on CX measurement. Only one of the entries had a dollar sign in it. And it did it poorly. CXPA can be a thought leader in this space and normalize the approach.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

CXPA has a recruiting arm function, with job listings, etc. The best hiring I've done usually stems from my network. So, as a manager, I've made sure to try to expand my network to include more people that don't look like me, and it's helped make my team highly diverse (and also high performing). I think as a recruiting support function, CXPA can do the same by partnering with minority-focused organizations that are closely aligned.

Is there anything else that you would like your CXPA peers or leadership to consider?
1. Create more excuses for 1:1 discussions; 2. Be careful with the vendors. I realize they’re a necessary evil, but I wish we saw more activity from practitioners vs people trying to sell stuff. That said, I have gotten incredible value from some (Valerie Peck and Graham Clark are both amazing

Respondent #7

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

CX at enterprise scale

If you were part of the CXPA Board, what would you see as the top priority for the organization?

to ensure the board immediately reconfigures itself to be 50% diverse and take anti-racism training to work through the blind spot in not seeing the irony in releasing anti-racism statements and actions from an all white board

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

see above

Is there anything else that you would like your CXPA peers or leadership to consider?

Respondent #8

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Kicking off a formal CX program in my company.

If you were part of the CXPA Board, what would you see as the top priority for the organization?

A top priority, but not THE top priority, would be to continue supporting CX professionals in their focus on proving out the value of CX. Continue research on specific KPIs that can be tied to CX success.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

Continue the discussion sessions, but foster more engagement from those who are actually in companies. Invite non-members into these discussions. Develop clear goals on bringing a more diverse membership to the organization, not only in gender, race, etc., ways, but also more members who actually practice CX within their business. I feel like I have tons of conversations with consultants, but not many people who actually practice CX within a company.
Is there anything else that you would like your CXPA peers or leadership to consider?

I don't know if this is true. But, it feels like leadership is stacked with people who have been in the CX business for a very long time. It would be good to invite younger people, or people newer to the profession, for a fresh perspective. That also creates a more welcoming peer community.

Respondent #9

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

develop skills for a role in CX (volunteer opportunities or a practical working group)

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Continue to develop the CX profession support with conferences training, webinars and networking opportunities

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

Allow newbies to volunteer

Is there anything else that you would like your CXPA peers or leadership to consider?

Respondent # 6 -0

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Formal support for corporate memberships. I have a team of seven, with a goal to have them certified and begin giving back to the profession.

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Membership growth and marketing.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

More experienced members over 50, ageism is alive and thriving.

Is there anything else that you would like your CXPA peers or leadership to consider?

Respondent # 6 -1
What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Career development

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Empowering new members, and new entrant to the profession

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

More online webinars, discussions around specific topics or challenges and networking

Is there anything else that you would like your CXPA peers or leadership to consider?
Respondent # 8 -4

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Driving more EMPATHY within organizations.

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Helping to drive more thought diversity and showing great examples of what great looks like! Why it matters for EX and CX.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

Spotlight people -- their stories-- to help others get "unstuck" and a seat at the table where decisions are made. Lots of PR around inspiring people.

Is there anything else that you would like your CXPA peers or leadership to consider?

Face to Face networking opportunities--even if by ZOOM. We all appreciate knowledge sharing

Respondent # 8 -5

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Recognition of CX as a legitimate discipline - proving the ROI (tangible and intangible) of investing in a CX strategy to executive stakeholders.

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Priority #1 - advancing the impact and visibility of CX professionals.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

I would like to see greater efforts to connect new members to local area networks, as well as increased webinars, podcasts, and learning opportunities that can attract new members.

Is there anything else that you would like your CXPA peers or leadership to consider?

Diversity is more than skin color and gender. Those are easy to focus on because you can see them, so you don't have to take the time to know someone to determine if they are "diverse." Diversity includes religion,
nationality, ethnic group, sexual orientation, age, and many other dimensions. Don't let the current events in the United States trigger an over-rotation on a single dimension in this global organization.

**Respondent # 9 -6**

**What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?**

How to change the culture of an organization when you are not empowered as a C-suite executive.

**If you were part of the CXPA Board, what would you see as the top priority for the organization?**

Building community among members and increasing CCXP visibility across industries.

**What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?**

Increase community engagement by taking online forums and utilizing social networks (or private social network like mighty networks) to reach a mobile audience.

**Is there anything else that you would like your CXPA peers or leadership to consider?**

**Respondent # 9 -7**

**What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?**

A lot of words are becoming stale repetition. There is a lot of knowledge and information at the top, but as the title level decreases, so does the knowledge and comprehension. The “why” behind the customer experience is often lost or put into an easy to digest format.

**If you were part of the CXPA Board, what would you see as the top priority for the organization?**

**What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?**

**Is there anything else that you would like your CXPA peers or leadership to consider?**

New organization involvement programs, like an onboarding relationship for the first year or several months of the membership. My company has purchased memberships but beyond our initial call, we weren't really pushed to use the platform. I have invested in it with my time and see value, but I'm not sure my colleagues or company will if the majority don't have the push from us and the pull from you to engage.

**Respondent # 9 -8**
What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Two things: 1) getting our senior leadership team to truly buy-in to be customer-centric in ALL areas of the organization, making it a core value to our strategy, and 2) tying dollars to customer feedback to prioritize improvements.

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Finding ways to market and evangelize CX globally, creating awareness for organizations on the value and clarity as to what CX truly is. This would help pave a way for CX Leaders to grow their careers and better influence their organizations.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

* global (and virtual) networking opportunities,
* roundtable discussions,
* peer lunch-n-learns,
* small volunteer group initiatives to build CXPA guidebooks and toolkits

Is there anything else that you would like your CXPA peers or leadership to consider?

I really believe in CX and advocate for it in all I do. I really feel like at some point though we need to broaden the CX practice into XM (experience management). So much of what we do would have a bigger impact on our organizations if we could show the full value of managing the ENTIRE set of experiences a business offers to all stakeholders. I believe this would also help create buy-in from other areas of the organization that do not truly understand / or want to understand how they play a part in CX. We need to innovate within the CXPA and define how holistic experience management would better serve the entire business' operations and strategy.

Respondent #10 -9

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

I was recently appointed to the position of Chief CX in my company, although my role has imposed the responsibilities associated with it for years. Now, beyond the ultimate objective of the task, I must also be recognized as such in the eyes of everyone in my organization.

If you were part of the CXPA Board, what would you see as the top priority for the organization?
Sharing CX best practices in a global group is commendable. We must encourage this relationship to be lived more intensely between local CX experts to create strong links from one place to another. This is a point that I would choose to promote.

**What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?**

Rendez-vous like this one. A panel around a theme. A discussion about a subject that elevate our practice or just simplify the way we do it. We are invited in big annual events (live or virtual) with high cost. It is not easy for all to be part of them. A designated member who is a participant to those event can make kind of report for the community.

**Is there anything else that you would like your CXPA peers or leadership to consider?**

Continuing education program

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**Respondent #20**

**What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?**

Breaking silos, improving customer response rates

**If you were part of the CXPA Board, what would you see as the top priority for the organization?**

Mentoring, Career advancement and diversity and inclusion

**What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?**

Add more diverse members to the Board, have a subcommittee focused on diversity and inclusion - similar to an ERG that can feed information to the board. I lead an ERG focused on diversity and inclusion and it really allowed my company to change the culture to become more diverse and offered more career advancement opportunities.

**Is there anything else that you would like your CXPA peers or leadership to consider?**

Not at this time

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**Respondent #2- 11 -**

**What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?**
How to present how your customers really feel about your company in a way the C-Suite can digest and not shoot the messenger!

**If you were part of the CXPA Board, what would you see as the top priority for the organization?**

Raising the business acumen of mid-senior CX professionals--soft skills from those who have succeeded.

**What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?**

I like the idea of working with historically black colleges to educate on the profession.

**Is there anything else that you would like your CXPA peers or leadership to consider?**

Stop drawing hard lines between corporate CX pros and provider CX pros. Time for some straight talk to both sides.

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**Respondent #22**

**What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?**

Demonstrating ROI

**If you were part of the CXPA Board, what would you see as the top priority for the organization?**

Marketing and visibility - CXPA is still not visible enough on the international stage

**What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?**

Be less US centric

**Is there anything else that you would like your CXPA peers or leadership to consider?**

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**Respondent #23**

**What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?**

Research programs - more whitepapers, tools and templates

**If you were part of the CXPA Board, what would you see as the top priority for the organization?**

refining the CXPA value proposition for members, provide collaboration opportunities with other nonprofit associations eg. Marketing associations
What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

The CXPA does this well

Is there anything else that you would like your CXPA peers or leadership to consider?

next phase of the CCXP

Respondent #24

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

I will be starting this week, as Customer Experience Manager. This is both a new position for the company I am joining, as well as a new role for myself! I would love to gain knowledge regarding a 30-60-90 day game plan to serve as a great foundation platform to build on. NOTE: This is a 100 acres organic farm (90% is hosting weddings), that includes many onsite dept.’s (Floral, Catering, Maintenance, Landscaping, etc.)

Thank you!

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Providing resources, networking and mentor ship opportunities, so as to enhance and grow the importance and relevance of CX in the eyes of everyone doing business.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

Good question ~ I’m a bit too “green” to provide an answer to that yet?

Is there anything else that you would like your CXPA peers or leadership to consider?

Respondent #25

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Building a Customer Centric culture in a public organizations

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Building a worldwide a inclusive community

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

Ok
Is there anything else that you would like your CXPA peers or leadership to consider?

Respondent #26

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

Local network building, referrals, credential building.

If you were part of the CXPA Board, what would you see as the top priority for the organization?

Less self-promotion, more community building.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

Spotlight through better use of social media more examples of community-building. Better use of social media in general for community building.

Is there anything else that you would like your CXPA peers or leadership to consider?

Relevant content based on career maturity. Better highlighting through social media the relevance of the CCXP credential in a world of self-professed "experts." Better use of social media in general

Respondent #27

What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance?

content relevant to my region (GCC)

If you were part of the CXPA Board, what would you see as the top priority for the organization?

promote CX as an established profession that requires unique & diversified skills from statistics to psychology for success.

What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

encourage more regional data sharing and help in funding and supporting regional/local research. The findings might be very different from the US / Western world especially in countries where most of the workforce are expat.

Is there anything else that you would like your CXPA peers or leadership to consider?

N/A
Welcome everyone on behalf of the CXPA. For those of you who don't know me, I am Greg Melia, CXPA 's CEO. Thank you for taking the time today to be part of the conversation about what we collectively want CXPA to be. This is part of a longer and larger commitment, a chance to make sure that we're listening and hearing from you. We're broadening the circle of voices that have influence in the leadership of CXPA and its direction. During the Town hall, we'll be using the chat to gather feedback and to keep things flowing. You'll note in the chat, that we'll be posting some questions as facilitator questions.

Annette Franz welcomed everyone as board chair for CXPA. She reported that CXPA is in a strong position financially and has been doing a lot of great things this year as well as the last nine years. She shared that as we approach CXPA's 10 year anniversary next year, we look forward to hearing where you want to see the association go, and what you want to get out of the association. Annette introduced Stacey Nevel, CCXP a long term CXPA member and CX professional who served as Facilitator for the conversation.

Stacy welcomed the group and began the conversation by asking, “What is the most significant challenge that you are facing in your CX program or in your personal career? And, and even more specifically, one that you think CXPA can help you with?” Stacy shared that for her, it is better understanding global standards to help her organization implement global programs around the world. Stacy acknowledged comments coming through the chat noting that a challenge is convincing internal stakeholders that CX is legitimate business strategy. This also came up in some of the answers from the advance questionnaire. Are there standards that CXPA can put together or can we help build those standards so that we do to better design and set the standard for what ROI, ROI measurement or success measurement across the industry? There were a lot of other comments about ROI or looking at CX as a fundamental component of business, proving the ROI formalizing programs, and helping people scale at a CX enterprise level.

Another challenge is helping clients understand that inclusion is an experienced design challenge, both customer experience and employee experience, rather than a training one. Equity is a measurable result. A participant shared that beginning late last year, clients started talking about their DEI programs. How do you create signature moments that really speak to people across your organization to speak to that diversity, rather than just having people try to understand each other. And then equity itself can be measured through things like ethnic turnover or ability to move across lines from frontline into influence, for example, or influencing the leadership. And showing how those rates of change can actually then exist on the customer lines and how VOC can start to capture those moments that we
weren't really talking about, or were a little bit maybe afraid to talk about before. It's a big and very
global challenge, probably a very pressured one, given what's going on in the world right now, but also,
one that does help us reach out to a broader sense of what customer expects.

Another participant shared that a challenge is that customer experience folks usually don't own
employee experience. This creates challenges in terms of access to data as well as understanding of
actual experiences. One participant offered she seeks to foster HR people that are self-aware, and will
collaborate to help integrate the CX and EX perspectives.

Stacy shared additional comments from the results of the advance survey, which included challenges
people are having around CX professional career development and skill development, involvement in
CXPA volunteer activities, working groups, networking; highlighting and sharing inspiring new practices
throughout and to the entire community; and helping CXPA members be and build champions for CX,
especially if we are not sitting in the C suite - how do we help build change and enact that culture
change from the ground up or middle out? Kudos were offered for the CXPA mentor program.

Stacy introduced the next question: if you were part of the CXPA board, what would you see at the top
priority for the organization?

Stacy shared some of the responses that were submitted in advance:

- expanding resources outside of the US - how do we take this organization and make it global.
- developing a formal approach to ROI having CXPA lead the way show more examples of what
great looks like
- showcasing and advancing the impact and visibility of CX professionals. How do we tell the
  stories? How do we share more personal stories? How do we showcase how we got where we
  are?
- empowering new members, developing mentor programs, expanding upon those, getting more
  out of our new members and kind of bring them into the fold a little bit better, being able to do
  volunteer activities.

Stacy pointed out a comment from the chat suggesting that a group of CX pros might work together
globally (perhaps pro bono) on a project to demonstrate results of CX. Another mentioned different
levels of CX certifications; another CX best practices by industry verticals.

Another mentioned wanting to see CXPA do some more academic outreach to business schools and/or
universities with continuing education certification programs ultimately, building a curriculum that is
taught in the business school. Someone pointed out that this, and other youth outreach, might help to
embrace newer folks and increase diversity in the CX field. Another said that she would like to see
independent research that proves the value of customer experience. As opposed to research promoted by companies that are selling CX services, it might carry more weight if it were independent research by the CXPA. One person wrote that having a CX research fellowship established to support independent academic research might be an idea.

Also related to academia, a participant shared that we should also consider outreach to different fields of academia, like digital anthropology, social science, and humanities to explain how customer experience might be viewed as a career opportunity or business concept that applies the theory and type of thinking they are learning. Also, traditional paths of business or marketing since your starting concentration or major is not necessarily the same as passion or strengths. Also consider joint initiatives with other types of organizations, like HR organizations, so we can build EX and CX linkages. Minority focused groups may also be worth exploring, as well as career fairs.

A participant mentioned wanting to see a greater number of CCXPs. It was suggested that CXPA explore getting larger companies to promote and endorse the CCXP within their organization, and also making it easier for existing CCXPs to maintain their credential. (It was noted that in the UK, there are a number of other customer experience qualifications where people don't have to go through the same rigor to get and maintain. The effort required for CCXP may be a deterrent for a lot of people.)

Another participant mentioned that they’d like to see continuation on the work that was started on the core values, to develop crisp vision and mission statements or maybe guiding principles to help inform which ideas we tackle first – a framework for understanding how to prioritize all the great ideas.

Stacy introduced the next question: What would you like to see CXPA do to nurture a more diverse and welcoming community? She noted that we all come at the idea of diversity and inclusion with our own lens, and asked, what are the different aspects of diversity that we should be considering? What do we think about when we hear the word diversity? Is it racial diversity? Is that ethnic diversity? Is it physical diversity? Is it you know, status, or where you are in your organization, or type of organization?.

One participant noted personal experience in the United States, Europe and the Middle East. In each case, the emotions are different, the way that people work is different, and customer experience is different. So should we explore representation from the various regions of the world? Another participant mentioned that CXPA is looking into working with the historically black colleges to build more awareness of this field. This may really help, because when one participant placed a priority on adding a person of color to my CX team, she didn't have enough candidates to choose from to accomplish that goal.
Another participant mentioned that as a self-identified person of privileged majority status, they view their primary responsibility right now as to listen. The same participant mentioned that one of their team members mentioned that there are elements of diversity that we can’t see with our eyes – it is important that CXPA and each of us consider that too. Another person mentioned that at a company town hall, one of the best speakers of the day was a deaf employee who highlighted the challenges that he faced each day.

Stacy relayed that another written comment was to think about age diversity – what can we learn from the elders of our community and the younger ones as well. And language diversity too. Also, how do we better highlight and showcase the practitioners in CX?

Next, Stacy asked “how do we nurture a welcoming CXPA and CX community? What else can we do?” Some ideas that were shared in advance are to spotlight people and their stories, to help people get unstuck in their careers and inspire other people.

A participant offered that one of the things to encourage engagement might be to look at best practices within the CXPA. Which communities are really viable and really attracting lots of people and regular engagement? What’s their secret sauce that’s making that happen? What are other membership organizations that have really active engagement doing and what tools do they use?

Do they use LinkedIn? Do they use their own communication channel and seeing what the sort of the best practices and maybe bringing that back in to the CXPA?

Annette, Stacy and Greg thanked everyone for their participation, noting that there is another town hall later in the day. All feedback will be shared with the Board and used as part of planning. The town hall ended with informal networking and a preliminary overview of plans for CX Day.
11 AM Chat Comments

Anish Bhatia: Hello from Singapore :-) 
Lorraine Schumacher: hello everyone
Stacey Nevel: Hello everyone! So happy to be with you all today!

**Greg Melia, CAE:** Facilitator Question #1: What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance? Especially that CXPA can help you with?

- Anish Bhatia: A: Moving from analog mindset to digital mindset in hospitality
- Anne Sheedy: convincing non CX people of the value of CX
- Randy Nanjad: A: Helping clients understand that "Inclusion" is an experience design challenge (both CX and EX), rather than a training one, and that "equity" is a measurable result.
- Dan Long: a: Help match CX practitioners with businesses who need CX expertise.
- Anish Bhatia: A1: For Stacey, it is helping to set and refine standards around global programs.
- Barbie Fink: really looking forward to hearing the responses to this question!
- Dave Seaton: A: 最大挑战 - 说服内部利益相关者，认为 CX 是一个"合法"的业务策略 - ROI (有形和无形)
- Dave Seaton: @Greg +1 - the CXPA Mentor program has been extremely valuable for me in this regard.
- Greg Melia, CAE: Love this question: How do we help build and be champions for CX?
- Randy Nanjad: Comment: Being a Canadian, I second that idea! :)
- Stephanie Thum: A: I agree about building a stronger bridge to academia. There is a growing body of academic research on customer experience including "service exclusion" research that speaks to the CX/inclusion topics mentioned earlier. However, there are gaps in the academic literature that could be filled by the business perspectives CXPA members bring.

**Facilitator Question #2:** If you were part of the CXPA Board, what would you see as the top priority for the organization?

- Barbie Fink: Hi Dave!
- Barbie Fink: A) CXPA chapters per region
- Anish Bhatia: eg. APAC, EMEA, AMERICAS etc
- Randy Nanjad: Comment: Being a Canadian, I second that idea! :)
- Shelly Chandler: If a group of CX pros could work together on a global project (maybe pro bono) and show some results to share globally, that would be cool!
- Anish Bhatia: A) CX certifications - different levels
- Dave Seaton: A: Really great work on the CXPA core values, and would like to see that continued with crisp vision and mission statements
- Anish Bhatia: A) CX best practices by industry verticals
- Greg Melia, CAE: As we develop our CX professionals and embrace more folks, where are they coming from? How do we position CX as a career of opportunity?
Randy Nanjad: Comment: Building on that, it would be great to have a CX Research Fellow established to do independent academic research. The fellowship could travel from school to school, to provide greater opportunities.

Anish Bhatia: A) Certifying companies on CX...scale of 1-5 on social media platforms as an example

Shelly Chandler: Love that, Randy!

Greg Melia, CAE: Facilitator Question #3: What would you like to see CXPA do to nurture a more diverse and welcoming CXPA and CX community?

Anish Bhatia: A) Diversity by industry as a starter

Greg Melia, CAE: What types of diversity should we be considering as we build a more diverse community? And how do we become more welcoming?

Rob Fay: A: Members come from a variety of backgrounds as they approach CX. Would be worth seeing how we can position our value proposition by exposing SMEs and becoming active in business process improvements circles, such as agile, human-centered design, lean, etc.

Sophie Dumont: I'm am son new in the univers of CX. By pushing the idea of the importance of the culture client in my company, I finish by being nominated as Lead CX in January 2020. SO far, I'm doing a good job. Between the organic learning as I experiment and the certification CXPP there is a world. I try to find a community to help me to stop living with impostor syndrome. CXPA is my best way for now. Note: I speak french. I do not really want to take speak out for now. Take this as a simple comment.

Greg Melia, CAE: Facilitator Question #3: What can we do to be welcoming?

Anish Bhatia: A) Once we have regional chapters...perhaps create a welcome committee!

Lorraine Schumacher: A: I think welcoming is about how each of us interest across the community. Continue to reachout

Lorraine Schumacher: A: oops typo. interacts

Lorraine Schumacher: A; one of the best things for me is the personal relationship and commitments where we are all happy to help each other. Its a future that many new members are not even aware of

Greg Melia, CAE: Facilitator question #4: Is there anything else that you would like your CXPA peers or leadership to consider?

Randy Nanjad: A: A rather simple idea, it might be nice to have a "The Big Idea I'm Working On" piece of the profile -- so that groups looking for speakers or panel members have a better idea of what we might be working on.

Anish Bhatia: A) Promote CXPA more...across various industries. As a hospitality leader for last 25 years...I accidentally came across CXPA...

Anish Bhatia: being honest haha

Dave Seaton: Stacey did a wonderful job!

Anne Sheedy: is digital credentialing or digital certificates something CXPA could consider to help people to acknowledge CX skills as a stand alone modular portable qualifications and as a precursor to CCXP

Stacey Nevel: I made it back in - so sorry for that everyone!
Greg Melia, CAE: Thank you @Anne -- your idea is heard and recorded on digital badges/credentialing.

Rob Fay: @StaceyNevel, I’m in MD, so I was kicked out of my morning meetings too before this one :) as storms make their way up the coast...

Stephanie Thum: CX Day is just over two months away... any chance we could get a quick overview of what is being planned by CXPA?

Dave Seaton: Thanks Stacey, Annette, and Greg! Fantastic Town Hall.

Anish Bhatia: Thanks Stacey, Annette, and Greg.

Anish Bhatia: Video challenges at my end :-)

Alison Circle: Thank you all. Great conversation.

Lorraine Schumacher: Thank you all enjoyed the conversation ;0)

Randy Nanjad: Thanks for hosting this Town Hall, and great to "meet" so many of you!

Anne Sheedy: thanks for the town hall, great conversations

Ismail Ozenc: Thank you all!!!

Dave Seaton: Congrats, Rob!

Mohamed Wafik: I think that one of the things CXPA can do is to partner with CRM providers and tech companies as it will give them an edge and more exposure to us

Mohamed Wafik: another thing is universities..we can actually give more focus to students in their last year at the University and influence them to join us...especially those with data science as a major

Anish Bhatia: Happy to connect with each other...please feel free to connect on LinkedIn https://www.linkedin.com/in/anishbhatia/

Gokhan Kara, CCXP: Done :)

Mohamed Wafik: 🌞

Anne Sheedy: Rob’s post about his career path into CX is very pertinent - so may roles in an organisation that includes CX are Product Manager or Customer Success - I think including the many professions and functions that include CX in their remit is one rare of inclusion that CXPA could embrace to extend the community

Sophie Dumont: Merci et à la prochaine !

Anish Bhatia: 12 am !

Anish Bhatia: lol
Greg, Annette and Stacy welcomed participants to the Town Hall. *(For more introductory background, see the 11 am summary.)*

Stacy opened the session by asking: “What is the most significant challenge that you’re facing with your CX program, your business or your career? And even more specifically, how would you like CXPA to assist with that?”

A participant asked, “What does the next version of that CCXP actually look like? How can I become a better CX practitioner?” The participant also complimented CXPA’s content management improvement over the last 12 months.

Another participant sought help with empathy training, as well as how to celebrate CX day. The participant noted that a lot of companies who don’t know how to celebrate virtually.

A participant mentioned a desire for CXPA to help business understand the strategic importance and prior to prioritizing CX initiatives to better navigate COVID landscape.

Another remarked that she has a lot of friends in industry who fell victim to CX as a “nice to have”, and so their organizations were gutted, or they were furloughed, and kind of put out the pasture. Other organizations have said, “well, we’re not going to make customers happy right now. So let’s just turn off all of our voice of customer listening loops because why do we want to report bad news back to us.” And then other companies are leaning into this moment really trying to figure out new ways, better ways, different ways to service their customers opening up whole new ways to do business like, you know curbside for a restaurant, and really solving all those customer issues and then turning it into Well, what else could we do? What else could we do better? How do we want to grow in this time and so I kind of feel like it’s CXPA’s responsibility to shoulder that awareness to the C-suite and say, “customer experience is not a nice to have it's your it's your central navigational system.”

Stacy shared that a topic that came through with the advance survey is building customer experience as a fundamental component of business - the ROI of it and the prioritization of it scaling at an enterprise level. How do we help organizations formalize and measure their CX programs and especially ROI? I think we have an opportunity, even collectively in CXPA, to look at observe and track the organizations that survive and do really well coming out of this year. And the participant hypothesized that it's going to be those that as you put it leaned in and double down on customer
experience as the way forward. So how do we start to track that and be able to show that in two years to three years.

Stacy asked the group, “What would you like to see as one of the top priorities for the organization? What would be your number one action as a member of the Board?”

A participant shared a priority: diversity of thought and inclusion. CXPA needs to figure out what's not being discussed, a niche that is not tapped into yet because there's so many communities right now for diversity inclusion … what isn't being provided? The participant works at a company where there's about 10% women globally. So that's the that's what comes up for her when you ask the question.

Another offered that CXPA should more frequently and better articulate its value proposition. In the past year, communication has really accelerated, really improved. But we need to practice what we preach – so what are our members top pain points? How are you supporting your network leaders? And how can we leverage the strength and the passion of the network leaders to support the organization … ways that networks can actually help support and achieve the goals of the organization through networks

A participant noted that one of the goals of CXPA is to be global. It would be good to have a Board that represents the full base of CXPA members. So for example, someone from the Asia Pacific as a representative on the Board - being inclusive and having that for diversity.

Stacy summarized advance comments that were submitted and shared earlier, noting interest from members in having a formal approach to ROI, examples of what great looks like, membership growth, and showcasing the impact and visibility of CX professionals.

The conversation turned to how we reach to newer members and keep them engaged and involved. A participant shared that when people don't have adequate CX background, programs are ending quickly – their city had three programs shut down before COVID. CXPA should consider how to address this issue of people coming into CX without a strong background (some of them even have the CCXP but were really practicing “best practices”, mostly survey chasing). So there's two almost conflicting goals: 1) how do we spread the customer experience word, but 2) how do we also make certain that it is done correctly.

Another noted that more change management guidance is needed, as well as using data to tie into business goals.
One expressed concern that CCXP and its drive to growth has become too easy to get, evidenced by conversations with CCXPs in which the questions asked makes it feel like the CCXP shouldn’t have the credential.

A comment was made that there's a lot of “making it up as you go” happening by people calling themselves customer experience people. Not everyone has the experience or the knowledge of what CX is and what it can do or the history to really understand it.

Stacy asked the group to focus on a new topic: “What would you like to see CXPA do more of to nurture a more diverse and more welcoming CXPA and CXx community? And as we think about an answer this question, I'd like us to look at or think about, what are the different aspects of diversity that we should be considering?”

She shared some of the ideas submitted on the advance survey: a diverse board through racial diversity; more joint initiatives partnering with other organizations such as HR organizations to help drive the customer experience, customer experience and the employee experience linkages; partnering with minority focused organizations, whether that be or college organizations or Historically Black Colleges and Universities (HBCUs); career fairs to build up the idea of CX as a profession with those who were younger and are coming up; and sharing/teaching customer experience before one starts their career so that they come into their career knowing about it, and it’s already ingrained as opposed to having to teach about it when you're in your profession. Some other ideas were making sure that we’re also looking at diversity outside of the US; physical disabilities and capabilities; and looking beyond just the established leaders within CXPA to also hear from those who are at the beginning or middle of their careers.

A participant shared that as we look at what's happened with Black Lives Matter and with the outrage on a global basis, is that Black and people of color experience organizations in a fundamentally different way. This is something that as a profession the participant doesn’t know that we've ever really addressed. How is it different to be a Black customer in Starbucks? How is it different to be a Black customer in line at the bank? How is it different to be a Black customer trying to get service across the counter at any company? I think that as a profession, we'd like to think that there is no difference. But yet I think that we have learned on a widespread basis that it is. If we truly want to be open and welcoming, we have to be having genuine conversations that are better, honest and authentic, that encourage people who have different backgrounds to be part of that conversation. So these are not things that CXPA as an organization have ever done. And I can say that with some certainty, because I've been in from the beginning. While there are many different dimensions to diversity, let's not ignore first and foremost, that it is very different or talking about racial diversity and ethnic diversity. And I do think that those things in and of themselves fit in a different class and should
be a priority. And so since no one has said that I feel like at least need to be very clear in articulating that as part of this conversation.

Another participant added support for CXPA to be one of the organizations that continues the conversation - are we racially, ethnically, gender diverse? Are we continuing to push the conversation? It’s not just about today or tomorrow. Who’s going to be having it next year or the year after or the year after that?

Another added that she noticed a discussion forum question asking about how CXPA’s diversity focus will include persons with disabilities? It made the participant think because when in previous conversations about diversity and inclusion, the conversations didn't necessarily address that. And it just it was eye opening.

Another participant shared that during this COVID crisis, he has been attending multiple Small Business Administration local webinars and talking to different small business leaders. They all kind of get the idea of CX as an important thing to understand and some of the best practices would be great to master. Because of the huge diversity (ethnic, educational and wage) across small business owners, this might provide a way to engage a highly diverse group of people from all different backgrounds, all different educational stripes, financial straits, as well as ethnic and other things.

Another stated that CX day is a vehicle to drive employee engagement and change.

Also, how can we improve the number of chapters, local chapters we have right in different countries?

Stacy asked, “how might we become more welcoming and engaging. How do we as a community?”

One member offered that there is an element to how we welcome new people into the fold, and make sure that they feel engaged – to make sure that that they're not kept on the outskirts kind of looking and feeling like they're outsiders? Also, how do we keep folks engaged, feeling like they're welcome and part of the group throughout the years. So one of the things that the participant found valuable in some of these other communities is Slack groups are or something like that, where you have those different topics. Make it easy to look categories and dive into the section that I’m interested in. Some kind of platform that is easy to use on the go or in between meetings.

Another offered an idea about helping smaller nonprofit kind of organizations to solve their problems. Do some free consulting or projects, for some nonprofits which are in need. So that way, you know, a lot more people know about us.
Stacy shared that other comments included spotlighting people and their stories to help people get unstuck in their careers. There was also talk about wanting to hear more from practitioners versus consultants and vendors or an equal mix of the two.

Someone offered the idea of small group initiatives, highlighting more globally. How do we hear more from what’s going on across the country across the world with the local network groups?

Stacy asked, “Is there anything else I wanted to share with CXPA leadership to consider as we look towards the next year and planning?”

A participant queried, “how do we get people into the space?” It is a challenge because there’s not a lot of entry level jobs for CX because if you have three or four roles, you’re usually not investing in a recent grad for one of those roles. Another mentioned using an internship program specifically for bringing people of color into CX give them some exposure … but that will likely take 10 years to pay off, and even that will be tiny.

Another offered that at a previous job, his organization worked with the local university California school systems and partnered with their MBA programs. A team of six to eight MBA students did a final semester project to tackle a CX problems. And it was actually pretty fascinating to watch these people from all different backgrounds, all different disciplines try to work together to solve a big thorny customer experience challenge and through those internships, we picked up some great stuff on the backside.

A participant offered that she is looking to help her human resource team incorporate a certain set of questions that to make sure that they're hiring the customer centric people as they are interviewing and hiring people, not CX roles, but other roles. CXPA could help frame what are the right questions to help people hire right from the beginning?

Another remarked that he hasn't seen CXPA devote a concentrated effort around career progression. Not just early entrance into the profession, but how do you progress? What do you need to do to get to the next level for those who are senior in their careers, what enabled them to go from a director level to a vice president level, what’s the difference? What does it mean from a CX perspective, that whole kind of career path? And I think as part of that, all kinds of services, you know, salary benchmarking, more and more just benchmarking in depth in general, like what should I expect, in terms of different size of organization, different scope, you know, just those real practical aspect.

Continuing the discussion of career paths, another participant noted that at some point in your customer experience career, you're going to be really focused on marketing side of things, you're going
to be focused on the sales side of things, you're going to be focused on the service and support side of things. So really learning about all the different facets of your company and actually working in those departments and kind of earning career empathy and insights is super valuable to a long term CX career, because there's going to be that moment when you have to talk turkey with a change leader, and it's super helpful if you can draw upon personal stories of being a support agent or a salesperson or a marketeer or product designer. So CX is a lifetime career. It's not like if you make it big in year three, then you just sit back and take it easy. It's an ever-growing set of opportunities. One thing CXPA can do is elevate careers, including those starting their own businesses. What can CXPA provide for startups?

Annette, Stacy and Greg thanked everyone for their participation, noting that there is another town hall later in the day. All feedback will be shared with the Board and used as part of planning. The town hall ended with informal networking and a preliminary overview of plans for CX Day.

5 PM Chat Comments

Greg Melia, CAE: Facilitator Question 1: What is the most significant challenge in your CX program, business, or career for which you would want to see CXPA assistance? How can CXPA help you?

Stacy Sherman: Need help with Empathy training.

Stacy Sherman: Need help in how I can celebrate CX Day 2020 despite Covid distancing. CXDay 2019 was AMAZING!

Greg Melia, CAE: A: What does the next level of the CCXP look like? What to focus on once the CCXP has been earned.

Brad Smith: A. How to help business understand the Strategic Importance of prioritizing CX Initiatives to better navigate a Post-COVID19 landscape and how perhaps the greatest ROI is organizational Resiliency??

Venkata Dasari: How can we brand CCXP in a better way? Most of the non CCXPs do not know what CCXP is. While I do lot of internal selling, can we do branding with companies on CCXP?

Anita Siassios: How can we grow our association networking eg. sistering /partnering with other non profit organisations who share similar goals

Greg Melia, CAE: Facilitator Question #2: If you were part of the CXPA Board, what would you see as the top priority for the organization?

Lynn Hunsaker: How CX pro's can drive DEI within their CX team & among their firm's CX practices -- does that fit well, Stacy S?

Venkata Krishna Dasari: I joined back

Greg Melia, CAE: Reminder: You can share your feedback by responding in chat, or turning on your camera to contribute!
Steven Ramirez: Member engagement. Would like to see the Board create opportunities for folks to volunteer & participate in the organization.

Greg Melia, CAE: Facilitator Question #3: What would you like to see CXPA do more of to nurture a more diverse and welcoming CXPA and CX community?

Brad Smith: A. During the COVID crisis I have been attending a number of Small Business Assoc local webinars - and in my conversations with other small business leaders, they see a huge value in better understanding and leveraging CX best practices. Perhaps CXPA could have a stronger voice here

Steven Ramirez: I’ll second that, Slack might help build engagement. Particularly for Millennials.

Faith Lin: I love that idea! a channel where we are able to self-subscribe to topics of interest and communicate asynchronously

Greg Melia, CAE: Facilitator Question #4: Is there anything else that you would like your CXPA peers or leadership to consider?

Brad Smith: I agree - Slack is awesome!

Steven Ramirez: Mentorship can also help to introduce new people into the profession.

Louise Lam: Hello everyone, it’s so nice for me listening to this discussion as I am new to “CXPA”, I’ve been following you on LinkedIn for approx. a month - just in trying to understand for myself what CX means holistically. I’ve been a Customer Success Manager for almost 2 years (coming from 13year in customer service, business support and operations). Thanks so much for this event :)

Greg Melia, CAE: Thanks you @Louise -- and welcome! We’re so glad you are here!

Barbie Fink: Welcome, Louise! Happy to have you here!

Louise Lam: Thank you Greg :) the CXPA website is truly informative

Stacey Nevel: Thank you everyone!

Stacey Nevel: Welcome Louise!

Steven Ramirez: Thanks Stacey N, great job!

Steven Ramirez: Kudos to Greg & Board, important to have these direct conversations!

Greg Melia, CAE: Thanks Steven -- appreciate you and everyone participating!

Venkata Krishna Dasari: Thanks Stacey, Greg and Board for the townhall and opportunities for us to speak.

Greg Melia, CAE: Thanks Venkata!

Stacey Nevel: Thank you all for participating and sharing your thoughts! You made the hour fly by!

Louise Lam: Thanks heaps again everyone, bye for now (8.05am here in Australia, so I need to get onto another call) - Stay safe and take care!

Stacy Sherman: If you are looking for ideas how to celebrate CX Day at your company...watch my video from 2019. I made it a global celebration!!! Will need to get creative this Oct with Covid. :).
http://vid.us/nxh3ac

Steven Ramirez: Hi All, need to drop. But great seeing everyone.

Brad Smith: Great Video Stacy - Love the #youmatter!!! really well done
Stacy Sherman: Thank you!!!!!!!!!!