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Introduction to the CXPA CX Book of Knowledge

One hallmark of a profession is community agreement and recognition of a body of knowledge for the field. A consensus-based body of knowledge establishes an organizing structure for key terms, concepts, and processes that allow for conversation and development based on a common, accepted information base. A body of knowledge thus serves as an independent, authoritative resource for a field. It is with great pride that the Customer Experience Professionals Association publishes the first edition of The CXPA CX Book of Knowledge to serve as the official body of knowledge publication for the CX community.

The seeds of the CXPA CX Book of Knowledge were planted with job analysis studies conducted by CXPA in 2013 and 2020. These studies, led by a professional psychometric firm and overseen by a panel of international CX Experts, gathered detailed information about the tasks, skills, and competencies performed on the job by customer experience professionals.

The resulting CXPA CX Framework is organized into five core competency areas, which are reflected in the Certified Customer Experience Professional (CCXP) certification as well as the five sections of this publication:

- Customer Insights and Understanding
- Customer Experience Strategy
- Metrics, Measurement, and ROI
- Design, Implementation, and Innovation
- Culture and Accountability

Five author teams, involving more than 40 professionals from across geographic regions and industries, worked collaboratively to draft sections of the Book of Knowledge. Heather Gillbanks, CCXP, who conceived of this project, served as executive editor, leading a peer review by the full author team as well as a broader cross-section of the CXPA community. In total, more than 70 professionals had a role in the writing or review. As such, this publication represents a true community consensus document.

The publication of this book marks the beginning of the next chapter in the further development of the CX profession. It is our intent and hope that this book will be used by those with an interest in customer experience, including CX professionals, academic students, faculty, researchers, and the CXPA community to advance the practice and understanding of customer experience. It is only by dedicated work on the core competency areas addressed in this book that we can truly advance CX and achieve CXPA's vision of "Exceptional outcomes inspired by empowered CX Professionals."

As with any professional body of knowledge of such size and scope, this book may be utilized differently by professionals across industries and geographies. Individuals who are new to the field of CX — or are simply interested in learning more about the profession — may find it instructive to read the book cover-to-cover. On the other hand, those with experience as a CX