

Strategy Dossier

During the Executive Committee Retreat, it was suggested that a document should be created to pull together the Mission Statement, Core Values, Pillar Elements, and Evolving Strategy pieces. This document contains those pieces, organized in a framework that arose from the Executive Committee Retreat conversations. It includes items drawn from previous work as well as new proposals, and is viewed as a working document toward developing an ongoing approach to CXPA strategy.



Mission Statement

The Customer Experience Professionals Association is the premier global non-profit organization dedicated to the advancement and cultivation of the Customer Experience profession. We increase the impact and visibility of Customer Experience professionals, facilitate effective member-to-member sharing, and establish respected standards.

Core Values

Connected: Strength in Diversity

- We have a culture of inclusivity and belonging, where everyone is welcomed.
- We encourage, seek out and embrace diverse perspectives and approaches.
- We have an unquenchable thirst to learn, paired with a passion to share our expertise to help one another grow professionally and personally.

Authentic: Excellence from Inside

- Authenticity matters. Be who you are and contribute what you can.
- We act with integrity and hold one another accountable.
- We build trust by being trustworthy, genuine, respectful, and kind.

Be a Champion: Passion Fuels Growth

- We are member-led and member-focused.
- We prioritize work and relationships that positively advance the mission.
- We strive to inspire others by sharing and learning together.
- We actively contribute to the thought leadership and innovation of the CX profession.
- We are tireless advocates for customer experiences that improve people's lives.

Strategic Framework

CXPA engages the entire CX community by connecting practitioners and providers for mutual benefit through practitioner-focused initiatives, local and global events, career resources, and valued online tools.

CXPA takes an active, independent role in defining and championing the CX discipline through professional credentialing, CX Day, content creation, awards programs, thought leadership, and curation of third-party content.

CXPA collaborates to serve CX community on needs that CXPA cannot accomplish alone by partnering with non-profit, for-profit, and governmental entities to advance the practice of CX, CX content resources, and CX community.

CXPA strives for operational excellence by ensuring that staff and volunteers are well equipped, informed and supported to execute CXPA's strategy.

Desired Outcomes (our strategic pillars):

People: Everyone in the CXPA ecosystem feels recognized and valued for their contributions

Content: Create value and differentiation through dynamic and impactful content for our profession

Public Relations: Increase CXPA brand recognition, visibility, and impact

Marketing: Individuals are well informed about engagement opportunities with CXPA, contributing to increased CXPA participation

Online Engagement: Leverage scalability online to improve usability and value to drive engagement

Near-Term Priorities (2019- 2020)

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Online Engagement: Develop a purpose statement and operational plan to guide CXPA's online engagement efforts

Marketing & PR: Engage key stakeholders (including Leverage Board, CX Experts, RTP, Network leaders, staff, leading CX social media and press influencers) to execute the CXPA messaging platform

Content: Engage our community in creation, co-creation and engagement of content. Identify and foster community with key audiences through content catered based on CX competencies, experience level, and CX maturity level.

People:

- Develop individual and corporate engagement and membership strategies
- Grow, foster and support CXPA local networks that encourage engagement, membership and CCXP attainment
- Ensure a CXPA culture that while free from overt solicitation and direct selling, provides appropriate avenues to connects practitioners and providers for mutually beneficial business development conversations by putting the decision-making in the hands of the practitioners.
- Make it desirable and easy for CXPA members to engage as volunteers.
- Ensure that CXPA is a trusted resource for those seeking to hiring for CX roles as well as a career resource for CX professionals (includes mentoring).

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Content:

- Ensure that the CX Competency Framework is periodically updated through a job analysis study.
- Continue to operate the CCXP credential in accord with best practices for independent professional certifications, positioned at an appropriate level of experience to provide broad leadership for a CX practice.
- Expand CXPA professional development and credentialing to provide coursework and/or designations for more introductory or limited job roles than associated with the CCXP credential.
- Develop and execute a content management strategy that ensures that CXPA content is Independent/objective, energizing, authoritative, actionable; value-added, useful, differentiated, future focused, thought leaders, thought provoking, and has some level of vetting

Events:

- Host engaging, practitioner-focused in-person and online events that champion and advance the practice of CX. Cornerstone events include an in-person global conference and CX Day. Explore additional programs to serve members online or in their local region.

Public Relations: Develop and execute a [messaging platform](#) to champion CXPA, the CX discipline and its value.

Marketing: Utilize digital marketing and social media to increase awareness CXPA and the value of CX beyond the CXPA community.

Awards Programs: Leverage CX Awards to celebrate CX successes and highlight CX impact and innovation.

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People:

- Develop a lens to ensure that collaborations aligns with our core values and strategic priorities while also adding value to both CXPA and CX community needs. (We no longer need to partner with everybody.)
- Develop a capacity for business partnership with other organizations (including for-profits, associations and higher education institutions)
- Continue and grow the CXPA Recognized Training Provider Program to promote and support CX training conducted by qualified providers delivering content grounded in the six competencies of CXPA's Customer Experience framework.

Content:

- Identify and execute content strategies (co-created partner content, sponsored content, and value-added curation/commentary) to increase the quantity, quality and breadth of content delivered by CXPA
- Consider partnering with content providers to ensure professional development coursework and/or designations for more introductory or limited job roles than associated with the CCXP credential.

Marketing & PR: Identify and engage with conferences that help us reach key audiences and deliver relevant messages from the messaging platform.

CXPA strives for operational excellence by ensuring that staff and volunteers are well equipped and supported to execute CXPA's strategy.

Marketing: Develop brand standards and a marketing strategy that achieves CXPA business goals and adheres to international privacy laws

People: Develop a staff engagement strategy to ensure that staff feel valued, involved, and supported for success.

Content: Ensure that CXPA content is connected and mutually beneficial to CXPA's business models (e.g., Membership growth & retention; CCXP attainment and maintenance; Event attendance; Sponsorship; and other areas)

Technology Infrastructure

- Ensure that technology and data infrastructure serve business needs, work adequately together, and deliver an acceptable customer experience to include:
 - association management systems (e.g., finance, membership, events, international transactions)
 - community engagement (e.g., networks, individual engagement)
 - online engagement (e.g., web site, career center, mobile)
 - content management (including credentialing)
 - marketing needs (e.g., marketing automation, social media scheduling, email delivery system)
- Ensure an acceptable CXPA online experience to include:
 - i. Easy-to-understand design and navigation structure
 - ii. Regular maintenance to ensure information, links and software are up-to-date or removed
 - iii. Responsive (or adaptive) design to ensure desktop, tablet and mobile access

Governance Structure: Ensure that governance practices and structure are well aligned with CXPA strategic directions, ensuring that CXPA decision-making is member-led and member-focused, supported by professional staff execution.

Investment Policy

- Identify and execute financial management activities for near term operations (6 months operating budget) and longer term (funds beyond projected 6-month needs).

Longer-Term Priorities (2021 and beyond)

- CXPA 10th Anniversary in 2021
- Earn Accreditation for the CCXP credential
- Explore international host locations for Global conference
- Explore expanding research and benchmarking capabilities