

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

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professional might use the book as an ad hoc resource to help them overcome a new challenge, fuel professional or organizational growth, or shed light on areas of practice that are utilized at a new or prospective employer.

No matter how you are using this book, the CXPA stands ready to help you share, learn, inspire, and grow throughout your entire career. Together, we will deliver exceptional outcomes empowered by inspired CX professionals like you.

May this book further drive your CX success.

Gabe Smith, CCXP

Content Manager & Associate Director, CXPA

Introduction to the Revised Edition

The publication of the CXPA CX Book Of Knowledge on October 4, 2022 was a historic day for CXPA. It is only fitting that one year later we provide updates on developments in the past year and release this revised edition. Overall, we have been extremely pleased to see the adoption of the Book by the industry. It is available to CXPA members for free online reading and print and .pdf sales have exceeded expectations. More importantly, the Book has supported meaningful conversations through blogs, podcasts and events around the world. It has also helped fuel the continued growth of the CCXP credential. It has been supplemented by the eight-volume Strengthening CX Together series – with four more volumes to be released on CX Day 2023. CXPA remains thankful to the volunteers, leaders, and readers that made these successes possible.

This revised edition builds on those successes, but with added acknowledgement of a few inadvertently omitted authors and reviewers and a few adjustments to improve readability. In addition, a portion of text on page 138 has been rewritten to provide better understanding of the calculation of Net Promoter Score®. As always, CXPA remains committed to continuous improvement, so please let us know at info@cxpaglobal.org if you have any suggestions for further improvement.

Together in Advancing CX Professionalism,

Greg Melia, CAE

CXPA CEO