CXPA

Customer Experience
Professionals Association™

Guide to Developing CX Job Descriptions

Ebook made possible by

BLUE ROCK SEARCH

Table of Contents

Introduction

"It is better to first get the right people on the bus, the wrong people off the bus, and the right people in the right seats, and then figure out where to drive."

— Jim Collins
Good to Great: Why Some Companies Make the Leap and Others Don't

There is no doubt that a successful CX program, like any great company, requires the right people in the right positions to drive success. It's clear that there is market interest and demand for CX professionals – a recent search for "customer experience" positions on LinkedIn Jobs returned over 58,000 hits – in the United States alone. But how can organizations better identify what makes a person right for a certain position? How can job seekers adequately understand what is expected of them when terminology varies widely from company to company? These challenges and more are what motivated a committed group of CXPA members to develop this consensus document. They wanted to utilize their years of practical experience in CX management to help those structuring CX positions, hiring CX candidates, or staffing a CX team. These members collaborated with the full knowledge that one size does not fit all and that company culture has to be considered and integrated when job descriptions are created or updated. However, they believe that the descriptions in this e-book offer a starting point in articulating the critical responsibilities for an effective Customer Experience organization. Like Customer Experience itself, this resource is not an end-point, but rather an ongoing commitment to refine and adapt this content to maintain relevance and alignment with advancements in the customer experience discipline and your feedback as our customer. We welcome you to join the online conversation at www.cxpa.org/learn/viewdiscussion, or by sending your feedback to Gabe Smith, CCXP (Gabe@cxpa.org).

Go forth and prosper, knowing that you are equipped with the wisdom herein, and the support of the CXPA community.

About CXPA

The Customer Experience Professionals Association (CXPA), founded in 2011, is the world's leading independent society for the advancement of the customer experience profession. CXPA supports the professional development of its members and advances the field by providing shared best practices and education, developing standards, offering networking opportunities, promoting the industry, and creating a better understanding of the discipline of Customer Experience. Learn more and benefit from the CXPA community at www.cxpa.org.

Chief Customer Officer/VP, Customer Experience/ Customer Experience Leader

Job Outcome, Content and Scope	• Creates capabilities across the organization for optimal impact so CX helps drive culture, continuity and awareness--enabling the operating model to effectively serve all stakeholders • Facilitates the organizational model (or framework) to improve and elevate capabilities in cultivating engaged customers consistently across the ecosystem (employees, partners, associates and end-user customers) • Orchestrates the organization's ability to understand if they are easy to do business with--then orchestrates plans to ensure the organization delivers great end-to-end experiences as promised by the brand • Assures executive leadership understands customer expectations and champions the use of data to support decisions affecting the customer • Measures results to ensure efforts are driving desired outcomes consistent with brand promise, and supports evolution of model to drive optimal experiences
Typical Deliverables	• Organizational assessment through stakeholder (across ecosystem) engagement • CX strategy that is aligned with corporate strategy • CX transformation plan including pilots, education, communication, training, engagement, approach on ways of working, metrics and reviews/readouts • Quarterly Customer Experience progress reports through customer experience reviews and readouts (e.g. provides executive leadership with recurring VOC feedback and trends) • Ongoing coaching across the organization – playing the catalyst role
Knowledge/ Background/ Experience	• MBA and/or equivalent relevant experience • Certified Customer Experience Professional (CCXP) highly preferred • Proven track record driving positive change in a complex environment • Understands and can teach CX methods and tools (e.g. NPS, CES, closed-loop systems, mapping) • An understanding of supported products or infrastructure, how they work, and how they are used by customers • Experience facilitating cross-functional team discussions, including well-developed negotiation skills, and providing direction while not always having direct authority
Technical/ Functional/ Soft Skills	• Strategic Agility • Group Facilitation - ability to facilitate and guide groups, helping them find the answer and engage in co-creation of solutions, promoting understanding of how their roles are critical in delivering on the brand promise • Listening Skills - proficiency in active listening skills to broaden understanding, absorb different perspectives and help diffuse perceived obstacles and potential gaps in understanding • Interpret Data - ability to interpret data and insights to objectively and consistently drive CX objectives • Design Thinker - Human Centered Design or Design Thinking methodologies to help guide continuity in a cohesive way • Design Capabilities - ability to create or co-create visual models to help bring the objective from concept (or ideation) to reality, for stronger engagement and understanding • Customer Journey Mapping - ability to employ data and research to create Customer Journey Maps that help stakeholders "see" where the gaps and opportunities are to increase success • System Thinker - able to see the big picture as well as the details • Practices flexibility and a willingness to restate or reconsider points of view • Communicates and collaborates well within and across organizational levels • Has exceptional problem-solving skills • Delegates effectively • Negotiates well for mutually beneficial outcomes • Resolves conflict • Proven track record driving positive change in a complex environment • Builds relationships

CXPA Guide to Developing CX Job Descriptions

Behaviors	• Growth + CX + Curious Mindset • Influencer • Leads change with courage • Executes effectively for customers • Solves for business outcomes • Builds strong teams • Makes effective decisions • Demonstrates patience and perseverance • Demonstrates self-awareness • Acts with integrity and ethics • Encourages diversity of thought and respects cultural differences • Has the vision and passion to inspire and coach others
Core CX Competency: Customer Experience Strategy	• Understands the internal and external environment and the business strategy • Engages and influences stakeholders with particular emphasis on the leadership team • Is a role model across the entire organization • Shares and cascades the CX strategy to guide decisions and prioritization in the organization • Provides CX Expertise across the organization to deliver on the strategy • Takes responsibility for ensuring employees across the organization are aligned and engaged in keeping the customer promises made by the brand
Core CX Competency: Organizational Adoption & Accountability	• Identifies change agents to bring into CX team • Engages, designs and facilitates the CX leadership team to set expectations, cadence and governances of CX initiative/journey/ transformation • Develops CX team members; CX Center of Excellence and CX Community of Practice to expand the circles of expertise • Builds operating mechanisms to manage customer experience across the organization
Core CX Competency: VoC, Customer Insights & Understanding	• Creates a consistent shared understanding of who the brand's customers are, the outcomes they are solving for (jobs to be done), their needs, wants, perceptions and preferences through the collection and analysis of the voice of the customer and employee to generate real, actionable insights • Unifies Voice of Customer and CX measurement efforts to get stronger and clearer insights across the end-to-end CX lifecycle • Understands Voice of Customer and other customer data to advocate for consistent customer and partner experience across 'moments of truth' • Develops and applies methods to understand and build empathy for employees, partners, customers
Core CX Competency: Experience Design & Improvement	• Envisions and implements customer interactions that meet or exceed the brand promise • Builds closed loop systems (for employees, partners, customers and processes themselves) to ensure a continuously improving learning organization • Brings design thinking capability into the organization across the end-to-end CX lifecycle
Core CX Competency: Metrics, Measurement, & ROI	• Defines the end-to-end Customer Experience framework that evaluates and measures customer perception in a consistent manner • Works across the organization to create and report metrics to measure success, and includes these metrics in ongoing reviews that drive decision-making • Facilitates understanding of what is important to customers and how the organization is performing relative to customer needs • Drives executive support and engagement in CX metrics and results, influencing leaders across the organization and holding them accountable • Develops financial model that quantifies and illustrates the business value and ROI of investing in customer experience.
Core CX Competency: Customer-Centric Culture	• Serves as a role model for customer advocacy • Facilitates evolution of the culture to that of shared values and behaviors that encourage, empower and enable all employees to deliver company branded experiences • Reaches across the organization, engaging employees with strategies to consistently think about their customer first • Partners with Human Resources so that hiring practices, employee learning and development, and rewards and recognition incorporate a customer experience mindset at the core

Customer Experience Director

Job Outcome, Content and Scope	• Communicates the CX strategy across the organization, ensures understanding, and gains buy-in • Drives cross-functional efforts to create a toolkit for application across the organization to elevate understanding, illustrate opportunities and help the organization improve Customer Experience consistently and cohesively • Creates the CX Center of Excellence through engagement, design, and facilitation, ensuring all functions across the end-to-end experience participate in the journey • Follows through to ensure model is working, responsive to change, and evolves in keeping with business objectives, seasonal differences and business inflection points, while keeping promise to customer
Typical Deliverables	• Organizational assessment through stakeholder (across ecosystem) engagement • CX strategy that is aligned with corporate strategy • CX transformation plan including pilots, education, communication, training, engagement, approach on ways of working, metrics and reviews/readouts • Quarterly Customer Experience progress reports through customer experience reviews and readouts (e.g. provides executive leadership with recurring VOC feedback and trends) • Ongoing coaching across the organization – playing the catalyst role
Knowledge/ Background/ Experience	• BA / BS and/or equivalent relevant experience • CCXP preferred • Proven track record driving positive change in a complex environment • Understands and can teach CX methods and tools (e.g. NPS, CES, closed-loop systems, mapping) • An understanding of supported products or infrastructure, how they work, and how they are used by customers • Experience facilitating cross-functional team discussions, including well-developed negotiation skills and providing direction while not have direct authority
Technical/ Functional/ Soft Skills	• Strategic Agility • Group Facilitation - ability to facilitate and guide groups, helping them find the answer and engage in co-creation of solutions, promoting understanding of how their roles are critical in delivering on the brand promise • Listening Skills - proficiency in active listening skills to broaden understanding, absorb different perspectives and help diffuse perceived obstacles and potential gaps in understanding • Interpret Data - ability to interpret data and insights to objectively and consistently drive CX objectives • Design Thinker - Human Centered Design or Design Thinking methodologies to help guide continuity in a cohesive way • Design Capabilities - ability to create or co-create visual models to help bring the objective from concept (or ideation) to reality for stronger engagement and understanding • Customer Journey Mapping - ability to employ data and research to create Customer Journey Maps that help stakeholders "see" where the gaps and opportunities are to increase success • System Thinker - able to see the big picture as well as the details • Practices flexibility and a willingness to restate or reconsider points of view • Communicates and collaborates well within and across organizational level • Has exceptional problem solving-skills • Delegates effectively • Negotiates well for mutually beneficial outcomes • Resolves conflict • Proven track record driving positive change in a complex environment • Builds relationships

Behaviors	• Growth + CX + Curious Mindset • Influencer • Leads change with courage • Executes effectively for customers • Solves for business outcomes • Builds strong teams • Makes effective decisions • Demonstrates patience and perseverance • Demonstrates self-awareness • Acts with integrity and ethics • Encourages diversity of thought and respects cultural differences • Has the vision and passion to inspire and coach others
Core CX Competency: Customer Experience Strategy	• Understands the internal and external environment and the business strategy • Engages and influences stakeholders • Is a role model across the entire organization • Leads cross-functional design teams and facilitates group discussions
Core CX Competency: Experience Design & Improvement	• Maps customer journeys to uncover and improve moments of truth • Establishes design process for the creation of new customer experiences and for changing existing ones • Prioritizes experience design and improvement initiatives and documents resolution of experience gaps across touchpoints
Core CX Competency: Metrics, Measurement, & ROI	• Defines the end-to-end Customer Experience framework that evaluates and measures customer perception in a consistent manner • Works across the organization to create and report metrics to measure success, including these metrics in ongoing reviews that drive decision-making • Facilitates understanding of what is important to customers and how the organization is performing relative to customer needs • Drives executive support and engagement in CX metrics and results, influencing leaders across the organization and holding them accountable • Develops financial model that quantifies and illustrates the business value and ROI of investing in customer experience
Core CX Competency: Organizational Adoption & Accountability	• Engages, designs and facilitates the CX Center of Excellence to deliver on the strategy
Core CX Competency: VoC, Customer Insights, & Understanding	• Drives and/or leads cross functional strategies through strong relationships with key leaders • Introduces Design Thinking methodology and leads cross functional Design Thinking initiatives
Core CX Competency: Customer-Centric Culture	• Leads by example by being the advocate for the Customer Experience across channels (or across the organization) • Teaches methodology across functional groups to unify efforts and enable understanding of how each role has an important part to play in driving total results • Facilitates interactive group sessions to build understanding, support and engagement

Customer Experience Manager

Job Outcome, Content and Scope	• Leads practitioners in developing a framework for consistent application across the organization to discover, define and deliver in keeping with brand promise • Supports the organization's CX Community of Practice by delivering education and training that enables success • Assures VOC feedback is available throughout the organization
Typical Deliverables	• Organizational assessment through stakeholder (across ecosystem) engagement • CX strategy that is aligned with corporate strategy • CX transformation plan including pilots, education, communication, training, engagement, approach on ways of working, metrics and reviews/readouts • Quarterly Customer Experience progress reports through customer experience reviews and readouts (e.g. provides executive leadership with recurring VOC feedback and trends) • Ongoing coaching across the organization – playing the catalyst role
Knowledge/ Background/ Experience	• BA / BS and/or equivalent relevant experience • CCXP preferred • Proven track record driving positive change in a complex environment • Understands and can teach CX methods and tools (e.g. NPS, CES, closed-loop systems, mapping) • An understanding of supported products or infrastructure, how they work, and how they are used by customers • Experience facilitating cross-functional team discussions, including well-developed negotiation skills and ability to provide direction while not having direct authority
Technical/ Functional/ Soft Skills	• Strategic Agility • Group Facilitation - ability to facilitate and guide groups, helping them find the answer and engage in co-creation of solutions, promoting understanding of how their roles are critical in delivering on the brand promise • Listening Skills - proficiency in active listening skills to broaden understanding, absorb different perspectives and help diffuse perceived obstacles and potential gaps in understanding • Interpret Data - ability to interpret data and insights to objectively and consistently drive CX objectives • Design Thinker - Human Centered Design or Design Thinking methodologies to help guide continuity in a cohesive way • Design Capabilities - ability to create or co-create visual models to help bring the objective from concept (or ideation) to reality, for stronger engagement and understanding • Customer Journey Mapping - ability to employ data and research to create Customer Journey Maps that help stakeholders "see" where the gaps and opportunities are to increase success • System Thinker - able to see the big picture as well as the details • Practices flexibility and a willingness to restate or reconsider points of view • Communicates and collaborates well within and across organizational level • Has exceptional problem solving-skills • Delegates effectively • Negotiates well for mutually beneficial outcomes • Resolves conflict • Proven track record driving positive change in a complex environment • Builds relationships

Behaviors	- Growth + CX + Curious Mindset - Influencer - Leads change with courage - Executes effectively for customers - Solves for business outcomes - Builds strong teams - Makes effective decisions - Demonstrates patience and perseverance - Demonstrates self-awareness - Acts with integrity and ethics - Encourages diversity of thought and respects cultural differences - Has the vision and passion to inspire and coach others
Core CX Competency: Customer Experience Strategy	- Understands the internal and external environment and the business strategy - Engages and influences stakeholders - Is a role model across the entire organization - Leads cross-functional design teams and facilitates group discussions
Core CX Competency: Organizational Adoption & Accountability	- Leads the CX Team - Engages, designs and facilitates the CX Center of Excellence to deliver on the strategy
Core CX Competency: VoC, Customer Insights, & Understanding	- Drives and/or leads cross functional strategies through strong relationships with key leaders - Introduces Design Thinking methodology and leads cross functional Design Thinking initiatives
Core CX Competency: Customer-Centric Culture	- Leads by example by being the advocate for the Customer Experience across channels (or across the organization) - Teaches methodology across functional groups to unify efforts and enable understanding of how each role has an important part to play in driving total results - Facilitates interactive group sessions to build understanding, support and engagement
Core CX Competency: Experience Design & Improvement	- Maps customer journeys to uncover and improve moments of truth - Follows established design process for the creation of new customer experiences and change of existing ones - Prioritizes experience design and improvement initiatives and documents resolution of experience gaps across touchpoints
Core CX Competency: Metrics, Measurement, & ROI	Facilitates understanding of what is important to customers and how the organization is performing relative to customer needs

Customer Experience Practitioner

Job Outcome, Content and Scope	• Acts as an internal CX coach/consultant in engaging the organization to improve customer experience • Supports CX improvement projects and initiatives that positively transform the end-to-end experience • Assures the organization integrates the voice of the customer as part of all design activities • Leads the design of qualitative and quantitative VOC research • Assists in the creation of a framework and customer/user journey maps to help structure efforts consistently across disciplines within the organization
Typical Deliverables	• Project-by-Project improvement • Leads efforts to affect internal customer mindset change that enables delivery of better experiences to external customers • Creates journey maps and other analytical visuals used to convey the customer perspective
Knowledge/ Background/ Experience	• BA / BS and/or equivalent relevant experience • CCXP preferred • Proven track record driving positive change in a complex environment • Understands and can teach CX methods and tools (e.g. NPS, CES, closed-loop systems, mapping) • An understanding of supported products or infrastructure, how they work, and how they are used by customers • Experience facilitating cross-functional team discussions, including well-developed negotiation skills and providing direction while not having direct authority
Technical/ Functional/ Soft Skills	• Strategic Agility • Group Facilitation - ability to facilitate and guide groups, helping them find the answer and engage in co-creation of solutions, promoting understanding of how their roles are critical in delivering on the brand promise • Listening Skills - proficiency in active listening skills to broaden understanding, absorb different perspectives and help diffuse perceived obstacles and potential gaps in understanding • Interpret Data - ability to interpret data and insights to objectively and consistently drive CX objectives • Design Thinker - Human Centered Design or Design Thinking methodologies to help guide continuity in a cohesive way • Design Capabilities - ability to create or co-create visual models to help bring the objective from concept (or ideation) to reality, for stronger engagement and understanding • Customer Journey Mapping - ability to employ data and research to create Customer Journey Maps that help stakeholders "see" where the gaps and opportunities are to increase success • System Thinker - able to see the big picture as well as the details • Practices flexibility and a willingness to restate or reconsider points of view • Communicates and collaborates well within and across organizational level • Has exceptional problem solving-skills • Delegates effectively • Negotiates well for mutually beneficial outcomes • Resolves conflict • Proven track record driving positive change in a complex environment • Builds relationships

Behaviors	• Growth + CX + Curious Mindset • Influencer • Leads change with courage • Executes effectively for customers • Solves for business outcomes • Builds strong teams • Makes effective decisions • Demonstrates patience and perseverance • Demonstrates self-awareness • Acts with integrity and ethics • Encourages diversity of thought and respects cultural differences • Has the vision and passion to inspire and coach others
Core CX Competency: Customer Experience Strategy	• Understands the internal and external environment and the business strategy • Engages and influences stakeholders • Is a role model across the entire organization • Leads cross-functional design teams and facilitates group discussions
Core CX Competency: Organizational Adoption & Accountability	• Works as individual coach/catalyst with stakeholders as assigned to lead mindset changes through CX education, training and coaching
Core CX Competency: VoC, Customer Insights, & Understanding	• Gathers input from employees about customer experiences and opportunities for improvement • Understands key drivers of VoC performance and communicates them effectively across the organization
Core CX Competency: Customer-Centric Culture	• Leads by example by being the advocate for the Customer Experience across channels (or across the organization) • Teaches methodology across functional groups to unify efforts and enable understanding of how each role has an important part to play in driving total results • Facilitates interactive group sessions to build understanding, support and engagement
Core CX Competency: Experience Design & Improvement	• Maps customer journeys to uncover and improve moments of truth • Follows established design process for the creation of new customer experiences and change of existing ones • Executes experience design and improvement initiatives and documents resolution of experience gaps across touchpoints
Core CX Competency: Metrics, Measurement, & ROI	• Facilitates understanding of what is important to customers and how the organization is performing relative to customer needs

Customer Experience Analyst

Job Outcome, Content and Scope	• Assists in improving the customer experience by gathering customer insights, analyzing data, mining information across all customer touchpoints and channels and translating it into actionable activities • Ensures stakeholders understand how to interpret and apply VOC data
Typical Deliverables	• Turns data into information to drive action • Prepares and supports dashboard reports containing VOC and operational metrics that are relevant to specific business units
Knowledge/ Background/ Experience	• BA / BS and/or equivalent relevant experience • Analytics, visualization of data to turn into information that drives action • Deep understanding of common CX metrics and systems (NPS, CES, etc.)
Technical/ Functional/ Soft Skills	• Project management and prioritization • Cross-functional collaboration • Ability to use Excel/Tableau/SPSS to analyze data and create visuals • Use stories to compellingly and effectively present customer feedback to stakeholders • Well-developed ability to solve data related problems
Behaviors	• Growth + CX + Curious Mindset • Patience & Perseverance • Self-awareness
Core CX Competency: Customer Experience Strategy	• Presents and explains customer data to internal stakeholders
Core CX Competency: VoC, Customer Understanding & Insights	• Provides data as requested and works with CX Practitioners to display data in easily understandable methods • Synthesizes data and analytics and provides summary interpretation of what it means and how the data helps drive the brand promise • Communicates and shares new data and updates toolkits where appropriate so all stakeholders have current information
Core CX Competency: Customer-Centric Culture	• Leads by example by being the advocate for the Customer Experience across channels (or across the organization)

CXPA Guide to Developing CX Job Descriptions

Conclusion

The discipline of customer experience continues to evolve, building on the foundation of the past as businesses enter a new age of customer-driven growth. Customer experience professionals and the organizations that hire them should continue to rely on the CXPA customer experience competencies to guide their work. Those individuals who have grounded themselves in these competencies and demonstrated their expertise by passing the Certified Customer Experience Professional examination can lead or significantly contribute to the growth of an organization's CX program. The authors of this guide hope that Human Resource professionals as well as CX hiring managers find value in the knowledge, skills, and experiences for CX professionals outlined herein.

Contributors

Vicki Amon-Higa, CCXP — Amon-Higa & Associates. Vicki is a passionate and experienced catalyst and coach who partners with leaders throughout organizations to identify and drive improvements that matter to employees, customers and shareholders. She has spent more than 30 years, both as an internal and external consultant, influencing mindsets to deliver the best outcomes. She has worked in high tech and health care industries, employing quality improvement, lean six sigma, customer experience and design thinking frameworks and methodologies.

Bob Azman, CCXP — Bob is Founder and CXO of Innovative CX Solutions, a boutique consulting firm specializing in customer experience strategy, design and execution. Bob has 40 years of diverse business background as an innovative and visionary executive with an exemplary record of providing customer-driven solutions to global organizations in high growth or rapidly changing business environments. Bob is also an Adjunct Professor in customer experience at Rutgers University Business School and in supply chain and global operations at the Carlson School of Management at the University of Minnesota. Bob served as 2019 Chairman of the Board of Directors for the CXPA.

Ruth Crowley — Ruth Crowley has diverse experience across industries enabling a unique ability to see business differently and serve businesses more effectively. Ruth has worked with iconic brands including Lowe's Home Improvement, Universal Studios, Harley-Davidson, Nickelodeon, M&M Mars and Host Marriott in the US and Global Markets. Most recently Ruth was head of Customer Experience Design at Lowe's, a Fortune 100 Company. Ruth will tell you she is a continuing student: "Life is a learning journey."

Barbie Fink, CCXP — Barbie believes that human beings are happiest and at their best when they are making a positive difference in the world at large, in their communities, in their work, with their customers, and with the people they touch. She recently retired after over 26 years at Adobe where she worked in a variety of roles. Her favorite role was Director of Customer Experience where she focused on customer experience, employee engagement, mentoring, and the power of stories. She continues to follow her heart in this work that she loves by serving on the Board of Directors for the CXPA.

Serena Riley, CCXP — Serena is a customer experience expert who specializes in cultivating customer-centricity and employee-elevation. Featured in *Amplified Customer Experience*: *"Getting immersive to create alignment, and empathy"* and on *Walker Info's "The CX Leader Podcast" on Best Practices in CX*, she has enabled organizations to drive solution and experience improvements, increasing engagement and delivering happiness to customers and employees for over 15 years. Serena is the Director of Customer Experience at Llamasoft.

Gabe Smith, CCXP — As CXPA's Content Manager, Gabe creates and curates non-biased content that connects CX professionals around the world, empowers them to overcome obstacles and drive customer-focused change within their organizations, and elevates the CX discipline in the marketplace. Prior to joining CXPA, Gabe spent several years as a CX consultant with the American Cancer Society, where he worked to improve the experience at fundraising events and patient programs across the U.S.

Mike Tamayo, CCXP — Mike is the Director of Client Experience at MD Financial Management in Toronto. Mike previously held management positions at Honda Canada where he led the implementation of two new departments--Customer Experience and CRM and Data Analytics. Under Mike's leadership, Honda Canada's customer satisfaction ranking improved to be in the top five among over 25 automotive brands. At MD Financial, Mike is spearheading efforts to embed CX practices focusing exclusively on the financial needs of 40,000 Canadian physicians and their families.

Customer Experience, Franchising & HR Executive Search

Blue Rock Search, *founded in 2015, is an Executive Search Firm specializing in the targeted identification, evaluation and acquisition of high quality, passive talent in Customer Experience, Franchising and Human Resources. Our systems, processes and tools are designed to flex to the unique needs and expectations of any search and to fill critical roles quickly.*

About Us - *Why our clients choose to work with us...*

- Our Founding Partners are respected, trusted, thought leaders in their respective Practice Areas, with 50+ years of direct experience filling Customer Experience, Franchising and Human Resources roles at the Corporate and Field location level.
- We have a proven, time tested, search methodology and approach that our clients and candidates can count on.
- We invest the time required to get to know them both personally and professionally, their industries, their organizations and their culture.
- We understand the linkage and importance of both competency and cultural fit – and assess candidates accordingly.
- We invest in the technology, tools, and resources required to identify, source, select and land the best passive talent in today's highly competitive fast-moving marketplace.

Blue Rock Search, LLC

2946 University Parkway, Sarasota, FL 34243 | Office: 941-952-9555 | www.bluerocksearch.com

Christopher Rios, CX Practice Leader | Founding Partner
M: 941-780-5379 | chris@bluerocksearch.com

CXPA | **Customer Experience Professionals Association**™

The Customer Experience Professionals Association (CXPA), founded in 2011, is the world's leading independent society for the advancement of the customer experience profession. CXPA supports the professional development of its members and advances the field by providing shared best practices and education, developing standards, offering networking opportunities, promoting the industry, and creating a better understanding of the discipline of Customer Experience. Learn more and benefit from the CXPA community at www.cxpa.org.