

Guidelines for Directors of the Customer Institute

As of October 1, 2025

1. About the Customer Institute

The Customer Institute is an independent global organization setting gold standards as well as enabling and recognizing excellence in customer centricity. Experts, practitioners, authors, and educators from the field of customer centricity make up our board of directors.

We accelerate customer centricity by developing and promoting best practices. We set standards in customer centricity and prove its value to organizations.

Our global presence provides for a non-biased view of customer centricity and excellence in customer experience. We incorporate the latest in best practices from around the globe in our certification programs and tool recommendations. We aim to be the go-to destination for organizations and individuals looking to excel through customer centricity.

We thrive on and value our collective and diverse customer centricity expertise and actively look for and advance innovation. As a team, we are respectful, empathetic, and trustworthy. As an organization, we are independent, transparent, and unbiased.

2. Membership Period

Members of our Board of Directors are appointed annually for a calendar year. However, a director can also join the board after January 1st with the appointment still ending on the end of that year.

Directors can join a board for as many years as they like if they meet their contribution goals.

3. Director Contribution

We expect directors to contribute the equivalent of approximately one hour per week. We publish a list of roles and contributions that represent the time required for them in credits. Each credit equals approximately one hour of contribution.

We expect directors to contribute the equivalent of forty credits per year. That is 52 weeks of one credit each, minus 6 credits (=weeks) of vacation time and another 6 credits (=weeks) for unforeseen turbulences in the director's year during which we do not expect contributions.

There is a list of available contribution roles and activities from which the director can – prior to the board year start – pick their favorite items and build the individual contribution plan.

Other opportunities to contribute, impact the strategy of the institute, further develop the Global CX Community and otherwise drive excellence in experience management will present themselves throughout the year.

4. Minimum Qualifications of Directors

The minimum qualifications of directors can be found the appendix of this document.

5. No Membership Fees

There are no membership fees involved to be a Director of the Customer Institute. Directors will automatically (and without being charged) be members of whatever premium individual membership scheme the institute offers to the global CX community. This free membership offer does not include our Corporate Membership.

6. No Employment

Directors of the Customer Institute are volunteering non-executive directors and do not enter an employment relationship with the institute. The task is that of a volunteer board and typically does not conflict with a director's current full-time employment. This policy document can be used to seek approval from a director's employer where needed.

7. No Remuneration

Directors join the Customer Institute and provide their services voluntarily and based on their own availability. There is no remuneration for a director's contribution to the institute.

Of course, directors who are trainers or consultants and who accept paid client work as part of Customer Institute initiatives can invoice the institute for such fees or agree to invoice the client directly.

8. Non-Solicitation

Based on our values of being trustworthy, independent, transparent, and unbiased, Directors may not solicit their own commercial activities during their interactions with clients of the Customer Institute, e.g., but not limited to certification review board meetings. Violations of this rule may lead to the termination of a director's role on the Customer Institute's board of directors.

Exceptions to this rule apply when the Customer Institute assigns commercial work (e.g., consulting projects) to a consultant or solution provider director based on a client's wish or other processes within the Customer Institute.

9. Directors' Impartiality

When serving on a certification review board, directors are only bound to their expertise and individual judgment and are indemnified of any liability or claims from the certification's client organization or the Customer Institute itself.

10. Intellectual Property and Confidentiality

While directors enjoy the benefit of seeing the latest in customer centricity tools and methods in certification sessions, they do not acquire any form of intellectual property in the certified material. The material remains the sole intellectual property of the client who initiated the certification. Directors commit to confidentiality regarding all content presented and discussed during certification session. It is the directors' responsibility to delete all material regarding a certification session completely and irrevocably after the session. The only archiving of certification related notes and scoring documents happens at the Customer Institute's office.

11. Other Director Benefits

Directors enjoy additional benefits in the form of free-of-charge institute services or events as described in the current "Staff Only / Director Benefits" section within the Global CX Community.

12. Communication of Role as Director Customer Institute

Directors are welcome to communicate their role with the Customer Institute across their physical and electronic properties (e.g., website, LinkedIn profile, speaker biography, etc.). Directors are required to remove all such references (or mark completed, e.g., with an end date in their LinkedIn profile) once their appointment ends.

The Customer Institute maintains its own company page on LinkedIn, allowing you to choose that as the "employer" in the role description to show the institute's logo next to your role.

The institutes logo file is available on request form the office (office@customer-institute.org).

13. Begin of Appointment

The Director's appointment formally begins with the receipt of the appointment document from the office of the Customer Institute and is valid for one calendar year. As a prerequisite for the issue of this appointment, please sign this document and re-upload it to our onboarding experience at www.customer-institute.org/welcome.

14. End of Appointment

The Director's appointment ends in either of the following cases:

1. If the Director informs the office of the institute that they would like to terminate their appointment.
2. If the Customer Institute informs the Director that the institute terminates their appointment. The Customer Institute reserves the right to do this at any given time without having to maintain a period of notice.
3. If the Director does not acknowledge an update to these guidelines within four weeks after receipt thereof.

Acknowledged on this, _____ (Date)

Signature: _____ (Director)

Full name in print: _____ (Director)

Appendix

Minimum Qualifications of Directors

Practitioners

Candidates who wish to become director of the Customer Institute should meet the following criteria:

- i. [Independence] Be currently employed by a commercial, government, or not-for-profit organization as a full-time employee or full-time dedicated freelancer in the current role.
- ii. [Seniority] Be in charge or have been in charge in past roles for the customer and employee centricity of an organization as
 - a. The head of the customer and employee centricity initiative for organizations with five hundred employees or less, or
 - b. A second level CX team member reporting into the head of the customer and employee centricity initiative for organizations with more than five hundred employees.

Solution Providers

Candidates who wish to become director of the Customer Institute should meet the following criteria:

- i. [Industry Focus] Be currently employed by a commercial, government, or not-for-profit organization developing and marketing solutions for the customer and employee centricity community in the field of CX management and market research.
- ii. [Seniority] Be a member of the leadership team or the first level responsible officer for product development.

The Customer Institute strives to have solution providers and consultants together represent no more than 45% of the institute's directors.

Consultants

Candidates who wish to become director of the Customer Institute should meet the following criteria:

- i. [Industry Focus] Be currently running an independent consultancy or be employed by a consultancy. The consultancy must have a majority focus on customer and employee centricity or – if larger than 50 consultants – have a unit with such dedicated focus.
- ii. [Seniority] Be a partner or senior project leader with at least 5 years' experience in customer and employee centricity transformation projects.

The Customer Institute strives to have solution providers and consultants together represent no more than 45% of the institute's directors.

Academic Teachers

Candidates who wish to become director of the Customer Institute should meet the following criteria:

- i. [Industry Focus] Be or have been in your career an academic teacher at a college or university, teaching courses with a customer or employee centricity focus.
- ii. [Seniority] Be or have been a regular, visiting, or assistant professor at a college or university.

Exceptions

The Customer Institute's leadership team reserves the right to make unanimous decisions on exceptions to the rules above if we see a particular fit for any candidate wishing to join our board of directors.