



Proven Business Impact

This CX case study was selected in July 2026 by an independent panel of CXPA evaluators for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: American Medical Association - Clearing the “Log Jam” from the Login Experience

Company Overview

The American Medical Association (AMA) is a national healthcare organization serving physicians and the broader medical community. Its digital platforms provide access to medical research, continuing education, professional resources, practice guidance, and other products and services.

AMA's sign-in platform is the gateway to this digital ecosystem, authenticating millions of users and supporting access to products and services that generate significant annual revenue.

Business Challenge

AMA's legacy sign-in platform had not kept pace with customer expectations. Physicians and other users encountered substantial friction when attempting to access time-sensitive information and resources, leading to:

- High abandonment during the sign-in process.
- Channel switching and repeated support contacts.
- Lengthy resolution times when technical problems occurred.
- Difficulties recovering passwords through email, particularly because of institutional firewalls and spam filters.
- An annual release cycle that limited the organization's ability to respond quickly to customer needs.

Although employees across AMA recognized the problem, responsibility for the experience crossed multiple business units. No single team initially had the authority or resources to address the issue as an enterprise-wide challenge.

CX Initiative: Sign-In Improvement Project

AMA's CXOne team assembled an enterprise-wide improvement team involving more than 50 employees from product, marketing, technology, and other business functions. Over six years, the team used Voice of the Customer data, digital monitoring, journey analysis, and cross-functional collaboration to identify and remove obstacles throughout the sign-in experience.

Key improvements included:

- Resolving immediate platform defects while planning more complex technology enhancements.
- Introducing real-time digital monitoring and alert triage to identify and address critical errors.
- Redesigning password recovery to offer SMS text messaging in addition to email.
- Replacing annual platform upgrades with monthly improvement sprints.
- Automating regression and user acceptance testing.
- Establishing measurable goals tied to customer access, engagement, retention, and operational efficiency.

The initiative ultimately transitioned from CXOne leadership to an ongoing, product-led team, embedding continuous improvement within AMA's operating structure while CXOne retained an orchestration role.

Proven Business Impact

Improved access and engagement

- Sign-in abandonment decreased from 60% to 25% of sign-in page visits.
- The number of users signing in increased by 33%, from 2.4 million to 3.2 million.
- An additional 850,000 users accessed gated AMA content in 2025.
- AMA's digital platform traffic grew by 166%, from 9.4 million to 25 million unique visitors.

Reduced service demand and operating costs

- Sign-in-related contact center volume decreased by approximately 6,000 interactions annually.
- Channel switching declined by 45%.
- Repeat contacts declined by 59%.
- Service escalations declined by 25%.
- Lower support demand generated ongoing operational cost savings equivalent to one full-time support position.
- AMA redirected other service resources to live-agent chat, providing immediate assistance to customers experiencing sign-in difficulties.

Transformed password recovery

- Approximately 400,000 users adopted SMS password recovery following its 2025 launch.
- Customer Effort Score for password resets improved by six percentage points, from 88% before launch to 94% in the first quarter of 2026.
- Approximately one-third of customers using SMS recovery also opted in to receive AMA marketing communications by text, creating an additional channel supporting sales and retention priorities.

Accelerated platform improvement

- AMA increased sign-in enhancements from approximately five annually to more than 25 per year.
- The organization launched 150 improvements between 2019 and 2025.
- Automated testing reduced post-launch system defects by 64%.
- Testing improvements eliminated the need for post-launch rollbacks.

Supported broader organizational growth

Improved digital access helped customers discover, purchase, and use more of AMA's portfolio while supporting the organization's digital modernization and customer-centricity strategies. Between 2019 and 2025:

- Product and service revenue increased by 45%.
- Membership increased by 29%.
- Member retention improved by three percentage points, from 80% to 83%.

These broader results reflect the contributions of multiple AMA initiatives, with the sign-in improvements serving as an important accelerator by reducing barriers to engagement and value.

Core Business KPIs Impacted

- Customer engagement
- Customer retention
- Customer acquisition
- Sign-in completion and abandonment
- Digital platform traffic
- Contact center volume
- Repeat contacts and service escalations
- Customer Effort Score
- Operational support costs
- Product and service revenue
- Membership growth and retention