



■ Ambition

The American Academy of Ophthalmology (AAO) wanted a **website** that was **member-centric**, rather than organization-centric. Specifically, it wanted to:

- Focus the website on what its members wanted most, rather than try to be everything to everyone.
- **Identify filler content** that was not working and remove it.
- **Develop** greater **web-writing skills** within the organization. Help people to understand that web content is not the same as print content.
- **Develop** a clear, value-driven **website strategy** and set of **management principles**. The website has developed in an ad-hoc way and requires greater cohesion.
- Its website is a **crucial business and communications tool** for the American Academy of Ophthalmology. The membership visits the website regularly so AAO needed to set targets that were of the **highest standards**.

■ Enter the Customer Carewords Team

Working with the Academy over an **18-month period**, the following was undertaken:

- Advice and training for the **development** of a strategic roadmap and set of five web management principles. Central to the roadmap was a **task-based**, member-focused **methodology**.
- An evangelism process that **facilitated buy-in** for these principles at all levels of management.
- A **Customer Carewords** project that involved assembling the **most important** members' tasks, getting members to vote on these tasks, and **analyzing the results** using a unique process.

The task-based approach to managing the website **really hit home** with senior management who were impressed by its rigor and its focus on delivering a **truly member-focused** website with **quantifiable benefits**.

Client Comment

"The whole Customer Carewords process was extremely useful for us. It has helped us to focus more on the things our members care about and are interested in. Having some hard statistics in relation to what our members did and didn't want to do on our website helps cuts through the assumptions and opinions that may be around. We've made decisions based on these figures."

- Bill Taggart, Director of Web and Member Communications, American Academy of Ophthalmology

■ Value Delivered

The following was delivered for the AAO:

- A **Customer Carewords** project that identified the **most important** customer tasks. The project gave management **precise data** to make clear decisions on what **to prioritize** on the website, and what to remove.
- A set of five management principles:
 - 1) **Customer-centric**, not organization-centric;
 - 2) Keep it **simple**;
 - 3) **Testing**-based decision making;
 - 4) **Focus** on core tasks;
 - 5) **Manage**, not administer.
- A **review process** of the website that resulted in an initial **30% reduction** in **content**. This produced a much **more manageable** website. There was **not a single member complaint** about any of the content removed.
- A **professional publishing process** that included such things as a **publishing schedule**, **review policies**, and **web writing guidelines**.

■ About The American Academy of Ophthalmology

The mission of the American Academy of Ophthalmology is to advance the lifelong learning and professional interests of ophthalmologists (Eye M.Ds) to ensure that the public can obtain the best possible eye care.

The American Academy of Ophthalmology is the largest national membership association of Eye M.Ds. Eye M.Ds provide comprehensive eye care, including medical, surgical and optical care. More than 90 percent of practising US Eye M.Ds are Academy members, and the Academy has more than 7,000 international members.

Academy members are committed to responding compassionately to their patients' individual needs and to advancing the highest standards of comprehensive eye care.



The Eye M.D. Association

Website: www.aao.org