

## UpForReview

### About Face

A MOTHER OF three, late thirties, with an urban Midwestern background, who values her family and herself.

Sound like a personal ad searching for the perfect mate? Nope. This woman is CIGNA Dental's target customer—and the "face" that the insurer has chosen to represent the company's own identity, right down to how it presents itself to its customers.

In December 1995 CIGNA Dental held a meeting to discuss a branding strategy with eight CIGNA employees from all functions of the company to determine its identity. "Participants went through a question-and-answer process that breathed life into CIGNA Dental," says Jann Sabin, president of the Hollywood, Florida-based The Creative Department, CIGNA's agency. "It was important to concentrate on the personality, not the product. Competitors can mimic a product, but not a well-defined personality."

Out of the branding session came a six-page report defining CIGNA Dental's brand personality. The findings were translated into a strategy that dictates the colors, paper, media, attitude, and tone of CIGNA's marketing plan.

Crucial to the success of the strategy is getting CIGNA Dental's more than 600 employees to understand and buy in to the company's new identity and, most important, to communicate it to CIGNA's three markets—dentists, brokers, and consumers. To educate the employees on effectively communicating its brand identity, CIGNA created a poster that explains the personality and each element of the marketing strategy using visuals highlighted by "soundbites" of information. "I felt like the company's brand personality wouldn't be effective if the company didn't own it," says Janet Kyle Altman, director of marketing communications for CIGNA Dental in Plantation, Florida. "A memo introducing the concept wasn't enough. And we didn't want to distribute a report that most employees wouldn't read or really understand. The poster offers employees a quick visual summary of the session and how to translate it to customers."

Since August 1996 Altman has been personally delivering the 1,000 posters to employees and introducing the brand personality.

CIGNA Dental invested \$25,000 in the branding session, including the posters, but Altman thinks it's getting more than its money's worth. Already, the health care company has seen a ten-to-one increase in dentist's business-reply cards from the direct-response materials created based on the branding session.

—C.C.



CIGNA DENTAL CREATED A NEW IDENTITY, AND A POSTER TO PROMOTE IT.