



Ensuring Consistent Brand Voice through Community Governance

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SNAPSHOT

The Challenge

A national health insurance company of 47,500 employees had a myriad of new and existing engagement channels, with different approaches and policies that led to a fragmented customer experience.

The Goal

Create a comprehensive approach to engagement to ensure a consistent brand voice.

The Outcome

A governance process that aligns internal resources and processes so that Aetna has a unified and consistent voice externally.

THE CHALLENGE

In 2013, Aetna, a national health insurance company, acquired Coventry Healthcare, raising their total employees to 47,500 and increasing the number of active social media and community channels. Aetna prioritized establishing overarching governance policies to ensure compliance for their new and existing channels.

After the acquisition, Aetna worked to align all their channels under one brand umbrella, and ensure each account served a relevant purpose. As a large organization, Aetna also had to manage changes to roles and responsibilities internally and make sure the right people had the right access to its different channels.

THE GOAL

Create and maintain a unified social voice, creating comprehensive governance policies and ensuring compliance from business units.

THE OUTCOME

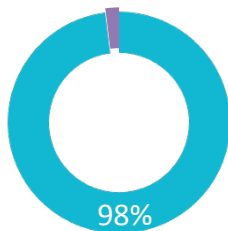
Aetna's solution included:

- a community playbook
- comprehensive social media training
- regular social media audits

A **Community Playbook** acts as a template to ensure that all channels have a “fully-baked” overall strategy for governance. The playbook is reviewed and revised quarterly with departmental stakeholder input to best guide Aetna's evolving social and community needs.



White Belt-Certified Employees*



■ Certified ■ Not certified

To date, 98% of Aetna employees are White Belt certified.

*As of May 2017

Social media training, developed in conjunction with PWC, is broken into three tiers:

- *White Belt* - Social Media 101 provides the basics of personal and corporate use of social channels
- *Green Belt* - Intermediate level explores brand voice and social governance on all channels
- *Black Belt* - Advanced training for those making strategic decisions about social channels

The **social media audit** keeps a consistent timeline and activity database for all Aetna's social channels. Surveys help the team evaluate purpose, audience, activity, and role, as well as compliance. These evaluations are then used to ensure compliance, offer suggestions and ultimately sunset non-compliant channels. Stakeholders use the findings to monitor internal movement in an effort to continually assess appropriate access to and use of individual channels.

This three-pronged approach ensures that employees are given the training and information they need to remain compliant and up-to-date on policies, as well as ensured each channel remains compliant.

THE TAKEAWAYS

1. **Governance = Consistency** - Providing all employees with comprehensive training ensures that Aetna's social channels stay on brand with a consistent voice.
2. **Empower Through Resources** - Aetna's Community Playbook is an ever-changing, malleable resource that provides a definite guide for all business units that interact with Aetna's social channels.
3. **Focus on the Good** - The SOCM 2016 research showed that best-in-class communities are more than twice as likely to have policies that highlight what members should do, not just what they shouldn't. Learn more: the.cr/socm2016