



Bringing the Aetna brand to life

Aetna Brand Guidelines

January 18, 2012



“We will help guide our customers and members through a complex system to find and get the health care they need to be healthy. I know we can and will make a difference in the lives of people around the world.”

MARK BERTOLINI
CEO

Introduction letter

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Welcome to the definitive guide to managing Aetna's brand. Here you will find the information you need to reinforce Aetna's brand through all forms of communication and applications.

The Aetna brand begins with the brand promise; it explains what we stand for, and why anyone should care. It is not a tagline, but rather our inspiration and communicates the value that we offer in the markets we serve.

At Aetna, we work every day to ensure the power of health is in your hands. We strive to see the world from your perspective and provide convenient tools and resources that fit your life. We give you the support you need, when you need it, to make confident choices and live a healthier life.

In our business, brands are built through experience, not words, so our brand promise is only as good as our follow through. To truly deliver on our brand promise, our behavior, language, interactions, products and processes must all work together to create a customer experience across all touch points that is consistent with our promise. This is how we bring our brand to life. This means that the conversation between a customer service representative and a new Aetna member is just as important as our correspondence with a physician discussing a patient. Likewise, the way we come across in sales presentations matters as much as what we do to keep the customer happy once we've earned their business.

Our new logo and refreshed look and feel signal to the market that we are once again evolving our 160-year old brand to better meet the needs of today's consumer. As you'll see in the brand guidelines, every aspect of our brand treatment reinforces that we are all about giving people the power to take control of their health and live a better life as a result.

In your role as a writer, designer or communicator working on the messages and materials that represent Aetna, you play a central role ensuring that the look, feel and voice of what you create is consistent with how we want the customers we serve — consumers, employers and providers — to experience our brand and what we stand for. In addition to the principles and guidelines we have laid out here, your understanding of the Aetna brand can help others deliver on our brand promise with every interaction, every day.



Mark Bertolini
Aetna Chairman, CEO & President

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what we stand for

We have a brand vision. In an environment of choice, we seek to establish ourselves as a destination for our customers. To realize this vision, we must shift our mindset from “what we sell” to “why it matters.” This demands that we focus our brand on credibility and, most importantly, relevance. Starting today, we need to deliver on what matters most to our customers.

At Aetna we strive to:

INSPIRE people to live healthier lives with greater confidence and control

ENHANCE the experience through convenience, simplicity and transparency

EMPOWER people to make the most of their benefits

The Aetna experience is brought to life through our brand platform. Our promise, values and voice support our global strategy and deliver on our customer insights. These elements work in sync and define Aetna as a new kind of leader—one that is clear, direct and delivers on what it promises.



Our brand promise explains what we stand for, and why anyone should care. It is not a tagline, it is our inspiration for being. Building on core customer themes, it focuses on control and value.

With so much complexity, choice and cost, taking charge of your health and health benefits can be overwhelming.

At Aetna, we work every day to ensure the power of health is in your hands. We strive to see the world from your perspective and provide convenient tools and resources that fit your life. We give you the support you need, when you need it, to make confident choices and live a healthier life.

**With Aetna, the power of health
is in your hands.***

Everything we do at Aetna starts with our values — a clear, strongly held set of core beliefs that reflect who we are and what you can expect from us. Aetna's values are essential to creating a culture that can deliver on our brand promise. We created our core values together, as one company with more than 30,000 individual voices, and with guidance from our customers. Our values carry through our thoughts and actions every day, inspire innovation in our products and services, and drive our commitment to excellence in all we do.



Brand voice captures our unique personality and shares it with the world. It informs everything we do, everything we write and everything we say. It's how our customers hear us and how they remember us. And it's how we share our passion and resolve to make a difference in people's lives.

Clear

WHY IT'S IMPORTANT

Speaking and writing clearly lets people know we value their time.

HOW WE DO IT

We avoid complexity and jargon wherever possible. We speak in simple, straightforward language that is easy to understand.

WHAT IT SOUNDS LIKE

Clear communication is:
• Plain *but not* boring
• Direct *but not* blunt
• Simple *but not* simplistic

Genuine

We inspire trust by treating people as individuals, not numbers.

We mean what we say, and we say what we mean. We're trustworthy, approachable and committed to our customers and partners.

Genuine communication is:
• Candid *but not* harsh
• Conversational *but not* unprofessional
• Engaging *but not* intrusive

Optimistic

Our optimism shares our confidence that we can help make a better health care system — and that a better health care system can help make a better world.

We're interested in the world around us and determined to help improve it. We're friendly, helpful and encouraging.

Optimistic communication is:
• Positive *but not* unrealistic
• Forward-looking *but not* vague
• Energetic *but not* unfocused

Purposeful

We never lose sight of our purpose: helping people make the most of their health care benefits, during their toughest moments as well as their best ones.

We're passionate about creating a healthier future for everyone, and confident we'll succeed. We're accomplished and determined.

Purposeful communication is:
• Confident *but not* commanding
• Strong *but not* stern
• Unwavering *but not* rigid

Our visual identity

The Aetna visual system is dynamic and inviting, creating a brand that feels like part of your life. The core elements — our logo, approachable typeface, vibrant color, relationship-oriented imagery, refined brand architecture and benefits-based messaging — may be used in a variety of ways, offering flexibility for a wide range of applications and audiences.

Our logo says a lot. It represents who we are, what we do and what we believe in. Which is why it is confident yet approachable. Our logo celebrates the equity and tradition of the Aetna name in a way that is both contemporary and optimistic.

Our logo is custom-drawn and unique, using bold lowercase letterforms and a connected a-e. This connection builds on the heritage of our logo in a fresh, new way, reinforcing our team approach and our dedication to building relationships with our customers.

AETNA IN TEXT

In written form, the Aetna name is in title case: Aetna. The “ae” ligature (**æ**) is **not** used when Aetna is written in text.

AETNA IN FOREIGN LANGUAGE TRANSLATION

Do not translate the Aetna name into foreign languages in any application. The Aetna name is **always** written in the Roman alphabet.



COLOR VARIATIONS

Our logo is vibrant, bold and accessible, reflecting how Aetna adjusts to fit our customers' lives. Accordingly, it can take on any color of our palette, demonstrating real flexibility.

Context is key. Always choose colors depending on where the logo will be placed, making sure it connects with its environment. Consider imagery and audience when making your choice.



Grayscale and knockout logo

USE OF CROPPED “ae”

Use the full logo whenever possible.

However, in special, designated cases where space is limited or the idea of connection is particularly meaningful (e.g., animation or mobile app), use the “ae” cropped from the full logo. Always use it along with the full logo, never on its own, and crop it on the edges so that it feels continuous.

Usage of the cropped logo must be approved by Brand Management.



VERTICAL FORMAT



SQUARE FORMAT



HORIZONTAL FORMAT

The “ae” maintains the same cropping on the left and right across all formats.

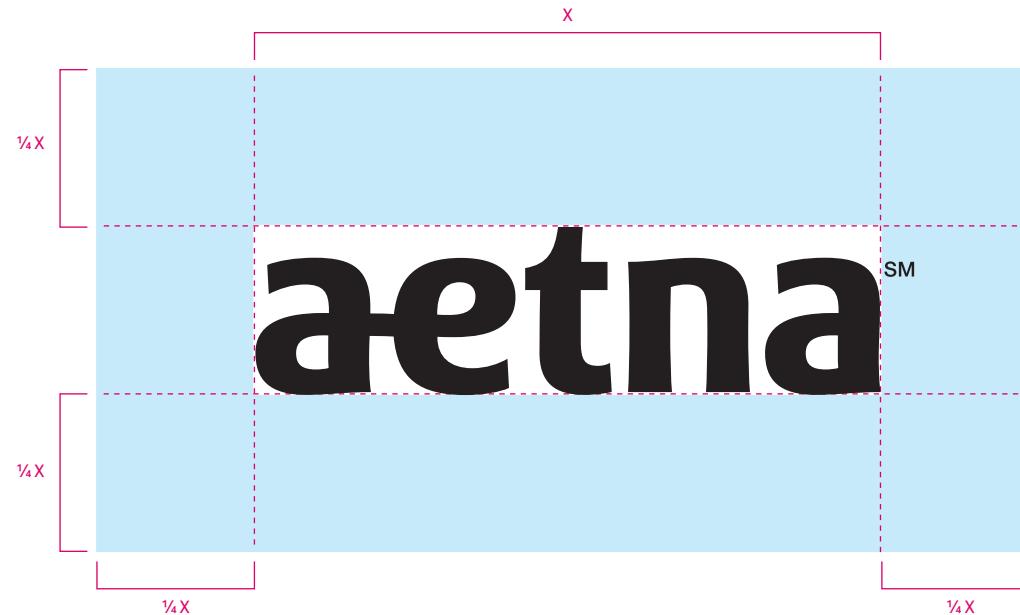
Logo

Clear space and minimum size

Our logo makes a statement. It is confident, clear and approachable: it is resolutely Aetna. Follow the recommendations here to ensure that our logo communicates consistently across all applications.

CLEAR SPACE

Keep the logo clear of competing text, images and graphics by maintaining the minimum amount of clear space, equal to $\frac{1}{4}$ the width of the logo on all sides.



MINIMUM SIZE

Keep the logo legible by always using the wordmark at sizes greater than 0.14" high for print, and 34 x 137px for digital applications.

For print, use the “regular usage” logo whenever the height of the logo is 0.5" or greater. When the logo is between 0.14" and 0.5" in height, use the “small print and digital usage” file.

For digital applications, use the “small print and digital usage” file for all sizes. Depending on the color of the logo, the minimum size may need to be increased for the SM to be legible at screen resolution.

0.14" aetnaSM

MINIMUM SIZE FOR PRINT
Use the small print and digital usage logo for heights between 0.14" and 0.5". The "SM" is larger in proportion to the Aetna wordmark to remain legible at smaller sizes.

W: 137px (including SM)
H: 34px aetnaSM

MINIMUM SIZE FOR DIGITAL USAGE
Use the small print and digital usage logo for all digital applications.

Placement on backgrounds

Our logo should always be clear and legible. Choose backgrounds that are low-contrast and free of competing objects or colors to ensure that our logo always stands out.

1 WHITE

Use our logo in any color from our palette, making sure that it connects or responds to the surrounding content.

2 SOLID COLOR

Use our logo knocked-out of a color from our palette.

3 GRayscale printing

Use the black version of our logo when only grayscale printing is available. In all other circumstances, use a color or white knock-out version of our logo.

4 LIGHT PHOTOGRAPH

Use our logo in a color that complements hues in the image while ensuring that there is enough contrast for readability.

5 MIDTONE PHOTOGRAPH

Use the knock-out version of our logo.

6 DARK PHOTOGRAPH

Use the knock-out version of our logo.

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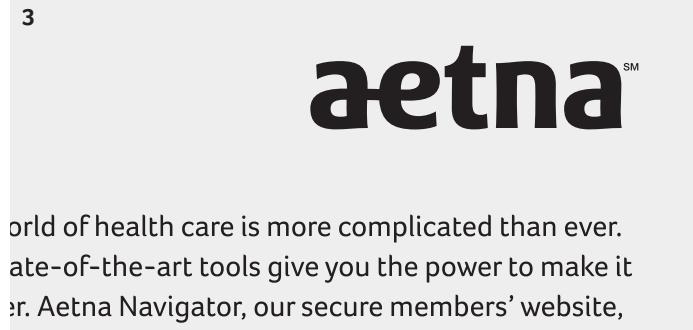
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Things to avoid

Our logo stands for who we are. It is recognizable, full of character and always consistent. As such, it should not be altered under any circumstances. Here are some examples of things to avoid when using our logo.



Do not change the logo's proportion.



Do not add drop shadows or other effects to the logo.



Do not outline the logo.



Do not place the logo on complicated backgrounds that reduce its legibility.



Do not crop the logo.



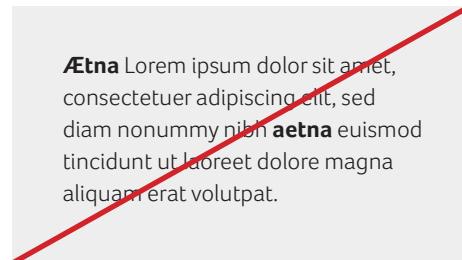
Do not place the logo in a holding shape.



Do not combine two colors from our palette for the logo and background.



Do not display the "ae" alone and uncropped (refer to page 14 for proper usage).



Do not use the Æ character in text or set the Aetna name in lowercase in body copy.

Color palette

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Our Aetna color palette is dynamic yet reassuring, diverse yet connected, ensuring we can be flexible and impactful in all our communications.

FULL PALETTE

Our palette ranges from bright, saturated colors that express optimism and energy to more muted hues that provide balance and a softer touch. This range provides flexibility in using colors that complement imagery as well as allowing for effective communication to our various audiences and multiple lines of business.

Please note: RGB-based applications must be converted to CMYK (process color) PDFs in order for the Blue to print correctly.

Do not use tints of any color in the palette.

GRAYSCALE

Our secondary colors — blacks, whites and grays — are clean and straightforward. Use them primarily for text, ensuring clear communication of written messages.

In some circumstances, our logo can be used in black or gray, e.g., on simple, text-based communications and when only grayscale printing is available.

Cranberry PMS 214C C0 M100 Y26 K8 PMS Rubine RedU C0 M100 Y26 K8 R210 G9 B98 Hex D20962	Red PMS 032C C0 M90 Y86 K0 PMS 032U C0 M90 Y86 K0 R239 G65 B53 Hex EF4135	Orange PMS 1585C C0 M66 Y100 K0 PMS 1585U C0 M56 Y95 K0 R244 G119 B33 Hex F47721	Gold PMS 1235C C0 M30 Y100 K0 PMS 1235U C0 M30 Y95 K0 R253 G185 B51 Hex FDB933	Dark Green PMS 370C C56 M3 Y97 K25 PMS 370U C56 M3 Y97 K25 R94 G151 B50 Hex 5E9732	Teal PMS 3272C C93 M0 Y51 K0 PMS 3272U C93 M0 Y51 K0 R0 G167 B142 Hex 00A78E	Gray Blue PMS 5415C C42 M8 Y0 K40 PMS 5415U C42 M8 Y0 K40 R112 G144 B165 Hex 7090A5	Violet PMS 527C C65 M90 Y0 K0 PMS 527U C65 M90 Y0 K0 R125 G63 B152 Hex 7D3F98
Deep Pink PMS 225C C0 M85 Y0 K0 PMS 225U C0 M85 Y0 K0 R238 G61 B148 Hex EE3D94	Pink PMS 701C C0 M55 Y20 K0 PMS 701U C0 M53 Y14 K0 R245 G143 B159 Hex F58F9F	Sand PMS 465C C15 M30 Y63 K5 PMS 465U C15 M30 Y63 K5 R206 G169 B121 Hex CEA979	Lime PMS 390C C32 M0 Y100 K0 PMS 381U C30 M0 Y100 K0 R184 G217 B54 Hex B8D936	Green PMS 368C C50 M0 Y100 K0 PMS 368U C50 M0 Y100 K0 R122 G193 B67 Hex 7AC143	Pistachio PMS 3258C C60 M0 Y40 K0 PMS 3258U C60 M0 Y40 K0 R96 G195 B174 Hex 60C3AE	Blue PMS 306C C75 M0 Y7 K0 PMS 306U C75 M0 Y7 K0 R0 G188 B228 Hex 00BCE4	Periwinkle PMS 2727C C71 M38 Y0 K0 PMS 2727U C71 M38 Y0 K0 R95 G120 B187 Hex 5F78BB

Black C0 M0 Y0 K100 R0 G0 B0 Hex 000000	Dark Gray PMS Cool Gray 10C C10 M0 Y0 K65 Grayscale 75K PMS Cool Gray 10U C10 M0 Y0 K65 Grayscale 65K R105 G116 B122 Hex 69747a	Light Gray PMS Cool Gray 5C C0 M0 Y0 K33 PMS Cool Gray 5U C0 M0 Y0 K33 R188 G190 B192 Hex bcbec0	White C0 M0 Y0 K0 R255 G255 B255 Hex FFFFFF
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LIMITED PALETTE

Our colors always convey the fresh, bright and optimistic feel of Aetna, even in instances where only one color can be used. For example, on business cards, member cards and stationery, the Aetna logo and supporting text appear in a single color, unsupported by photographs or other graphics that could help convey our look and feel. In these instances, choose a color from the limited palette: cranberry, orange, green, teal, blue and violet. Do not choose colors that are lighter or more muted.

Cranberry PMS 214C C0 M100 Y26 K8 PMS Rubine RedU C0 M100 Y26 K8 R210 G9 B98 Hex D20962	Orange PMS 1585C C0 M66 Y100 K0 PMS 1585U C0 M56 Y95 K0 R244 G119 B33 Hex F47721	Green PMS 368C C50 M0 Y100 K0 PMS 368U C50 M0 Y100 K0 R122 G193 B67 Hex 7AC143	Teal PMS 3272C C93 M0 Y51 K0 PMS 3272U C93 M0 Y51 K0 R0 G167 B142 Hex 00A78E	Blue PMS 306C C75 M0 Y7 K0 PMS 306U C75 M0 Y7 K0 R0 G188 B228 Hex 00BCE4	Violet PMS 527C C65 M90 Y0 K0 PMS 527U C65 M90 Y0 K0 R125 G63 B152 Hex 7D3F98
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aetnaSM

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aetnaSM

aetnaSM

Typography

Primary typeface

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Our typography reinforces our identity as approachable, solid and straightforward. It is a vital ingredient in representing Aetna consistently.

Our primary typeface is Foco. Its rounded letterforms complement our logotype and echo the core personality of Aetna. Foco is fresh, contemporary and reflects connections in graphic details such as ligatures:

fl ff ff fi

Legible & approachable

Foco Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
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Foco Regular

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Foco Bold

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abcdefghijklmnopqrstuvwxyz
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Foco Light Italic

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Foco Italic

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Foco Bold Italic

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abcdefghijklmnopqrstuvwxyz
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Typography

Primary typeface

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FEATURES OF FOCO

Foco has many unique characteristics, some of which are shown here. Its curved terminals give it a friendly feel, and ligatures relate to our theme of connection. It is also a highly flexible typeface, providing variety and depth in communication with a range of international characters for foreign language use, and an extensive set of fractions.



Typography

Electronic typeface

Our electronic typeface is Calibri. Like our primary typeface, Foco, Calibri has rounded terminals, reflecting Aetna's friendliness and flexibility. Use Calibri for all digital applications, including web, PPT and Word documents.

Also use Calibri for printed communications when Foco is not available.

On the web, Calibri is the primary typeface in CSS. In cases where Calibri is not installed, use Arial.

Calibri Regular

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Calibri Italic

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Calibri Bold Italic

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Our imagery always tells a story. It shows how we believe in making connections, in taking a fresh and optimistic outlook and in empowering our customers. Whether in a business or personal setting, every image reinforces the themes of end-benefits, relationships and connections in a natural and genuine manner. Additionally, our images always align with the content of a message, so think about your message, your audience and your channel when choosing Aetna imagery.

Our image treatments fall into three categories: full-bleed, full-bleed with light background and silhouetted on flat background (see page 24). Consider these categories when choosing images.

Fresh & hopeful

Bright colors and motivating themes

Natural & real

Natural lighting and unposed shots

Simple & uncluttered

Clean backgrounds and open spaces

Unexpected & bold

Captured moments and unusual perspectives

Photography

Imagery categories

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FULL-BLEED PHOTO

These images have a clear subject matter and focal point. They can be cropped in layouts, leaving white space for the logo and text (see page 30). Alternatively, knock out the logo in spaces where the image is low-contrast.



FULL-BLEED PHOTO WITH LIGHT BACKGROUND

These images feel open and uncluttered. The image fades to white or near-white, leaving space for information to be placed directly on the photograph.



SILHOUETTED PHOTO ON FLAT BACKGROUND

These images are eye-catching and vibrant. The subject is silhouetted and placed on white or a background from the Aetna color palette. The solid background makes it easy to place information. This image category is the most flexible of the three in terms of layouts.



Photography

Imagery selection

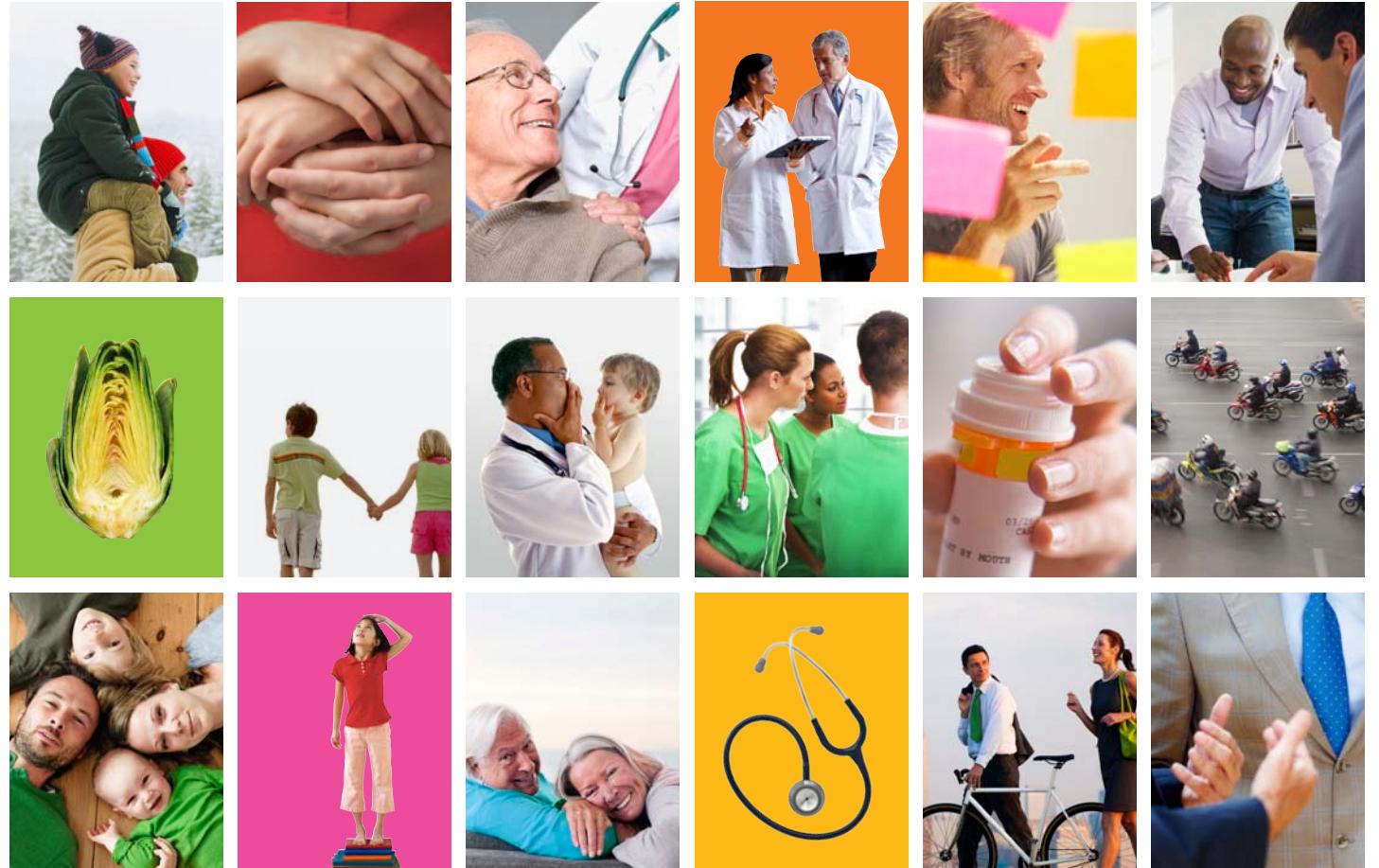
Our visual identity 25

Our imagery shows who we are, which is why we always use images that are natural, genuine, optimistic and have a fresh perspective.

We connect with our audiences, so always consider who will be viewing the imagery when making your selections. While the tone of the imagery will shift slightly to reflect your audience, the overall style will stay absolutely Aetna.

BRINGING B2B TO LIFE

Our B2B images always follow the universal Aetna photography style: natural and genuine, optimistic and unusual. Choose images that represent Aetna, showcase connections between subjects and relate to your message. Most importantly, think different: don't rely on posed stock photography. Gravitate instead toward the unexpected.



◀ CONSUMER-ORIENTED / B2C
Emotionally evocative

▶ BUSINESS-ORIENTED / B2B
Directive and enterprising

Photography

Subject matter

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Our imagery can be symbolic or literal. Our symbolic imagery expresses how collaboration and connection lead to greater results. Our literal imagery expresses the direct benefits and experiences of being a part of Aetna. Consider your message and your audience when choosing whether to use symbolic or literal images.



This photograph communicates the theme of collaboration leading to results.



This photograph communicates the theme of connectedness in a literal way.



This photograph illustrates a specific activity and scenario in a straightforward way.

MORE SYMBOLIC

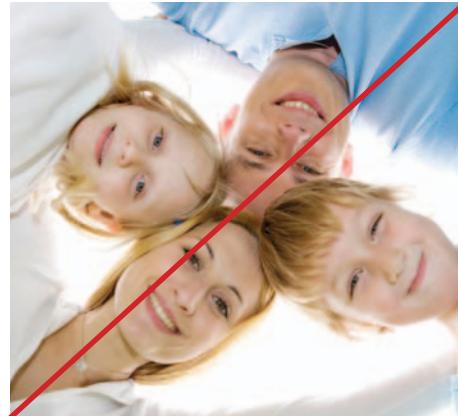
MORE LITERAL

Photography

Things to avoid

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Think Aetna. Go one step further. Don't just fall back on safe and traditional stock shots: explore and find unusual photographs that represent Aetna in a fresh and interesting way. Here are some examples of things to avoid when choosing photography.



Avoid improbable or unrealistic vantage points, and images that do not seem like genuine "captured moments."



Avoid images where people appear uncomfortable, for example, with their arms crossed.



Avoid clichéd B2B images, for example, images of people shaking hands.



Avoid images where people feel posed, even when not facing the camera.



Avoid extreme juxtapositions of foreground and background.



Avoid images with people who look like they're overacting or are unrealistically enthusiastic.

GRID, LOGO AND FOUR ORGANIZING PRINCIPLES

(For information on the organizing principles see brand architecture page 84)

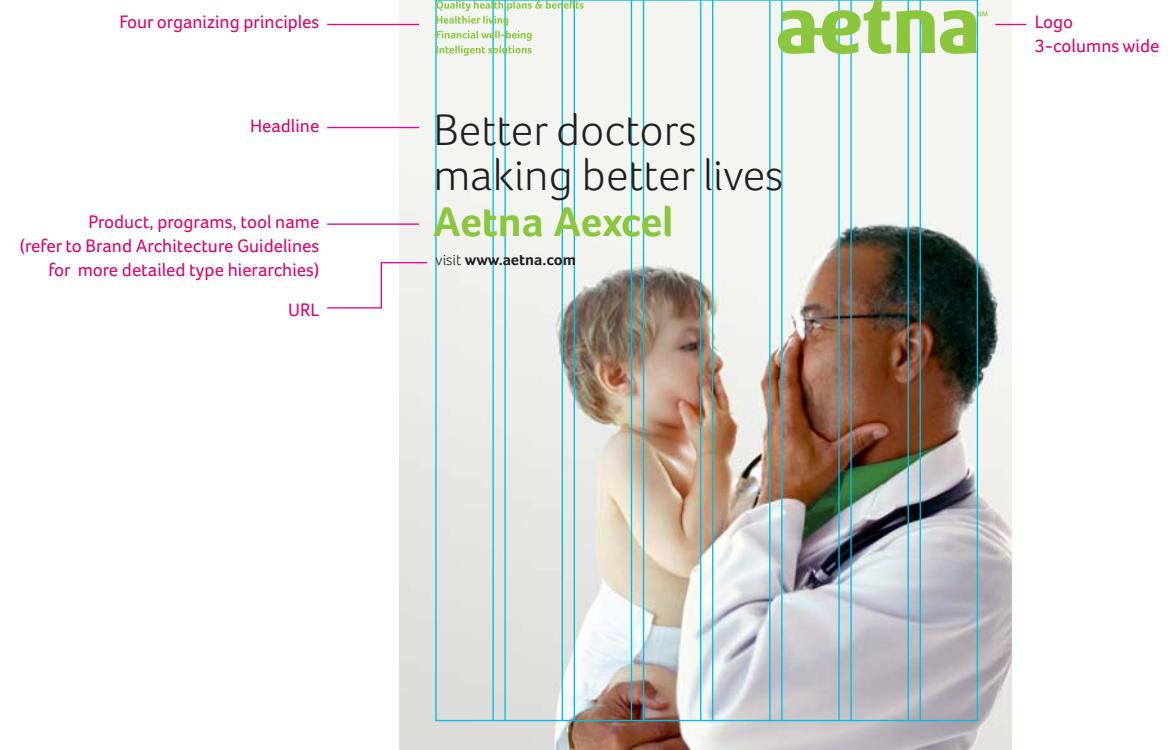
A key component in keeping our communications clear, direct and approachable is keeping our layouts well-organized and consistent, which is why we use an 8-column grid as a basis for everything we have to say.

When our organizing principles and logo are placed side by side, they should relate in size. The organizing principles should fall within the space equal to the height of the “t” in Aetna when the logo is set to a 3-column width. On a letter sized sheet, the organizing principles are typeset at roughly 11pt/15pt.

Our organizing principles always take the lead position, highlighting the end-benefits for customers. These are followed by our logo in the upper right corner and a benefit-oriented headline. This example shows a standard layout; variations are shown on pages 29–30.

Quality health plans & benefits
Healthier living
Financial well-being
Intelligent solutions

aetnaSM



Layout

Grid variations

Our visual identity 29

Our 8-column grid allows for variations in the layout, showing the flexibility of our visual system. Organizing principles remain in the upper left corner, but our logo can move around the page. Consider specific layout needs and/or imagery when deciding where to place our logo.



Layout

Grid variations

Our visual identity 30

In addition to the basic layouts shown on page 29, the divided page layout allows for even greater flexibility. This layout approach can be used to accommodate text when it is difficult to lay text over an image or when there are large amounts of text.



Layout

Our visual identity 31

Color usage

Use our color palette to make connections that represent our team approach and the way we build relationships with our customers. Build links with color. Choose a color that connects with a hue in a chosen photograph, or one that complements the palette of an image.

Colors also connect to audiences. For B2B audiences, use more subtle hues when appropriate. For consumer audiences, use a wider range of hues.

SINGLE-COLOR SELECTION

For most layouts, use a single color that relates to the image for our organizing principles and logo. Or choose a single color for solid backgrounds, and knock out the organizing principles and logo.

TWO-COLOR SELECTION

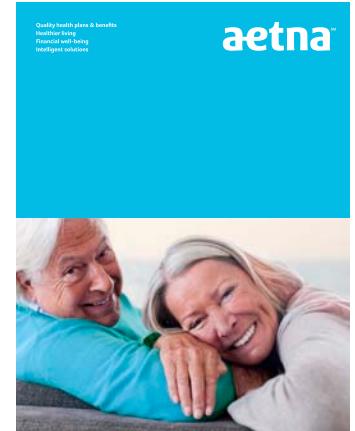
When brand architecture allows, choose two colors that relate to the image. Do not use more than two colors on any single page or spread.



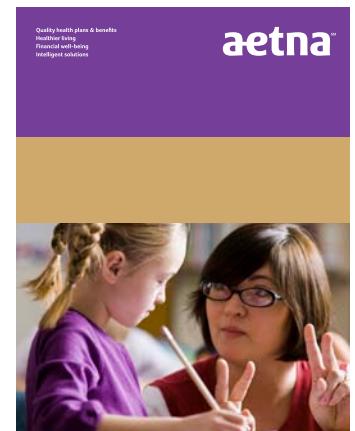
SINGLE-COLOR SELECTION



The logo and the four organizing principles should always be the same color.



TWO-COLOR SELECTION



Color usage

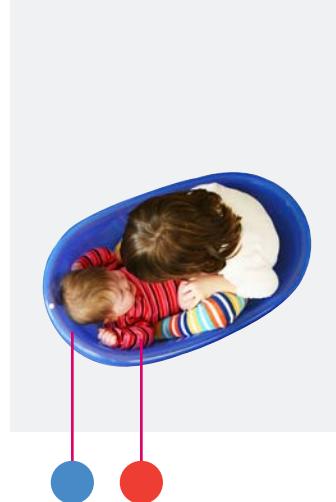
MULTICOLOR IMAGE

Logo

When using an image with many colors, choose one of the dominant colors of the image for the logo.

Backgrounds

In choosing background colors, when the dominant color for the background won't work (i.e., when it does not provide enough contrast or the color does not exist in our palette), choose a color from our palette that complements the dominant colors in the image.



MULTICOLOR IMAGE



Selection of a dominant color



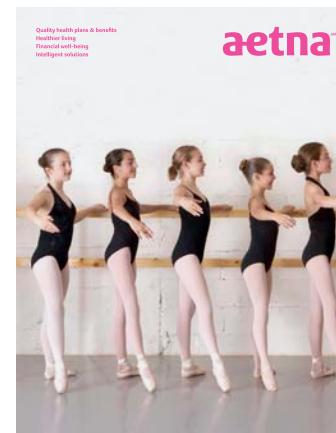
Selection of a background color that contrasts and complements the colors in the image

NEUTRAL IMAGE

When using an image with neutral colors, choose colors that relate to the mood or theme of the subject matter.



NEUTRAL IMAGE



Selection of a color that relates to the theme of the image

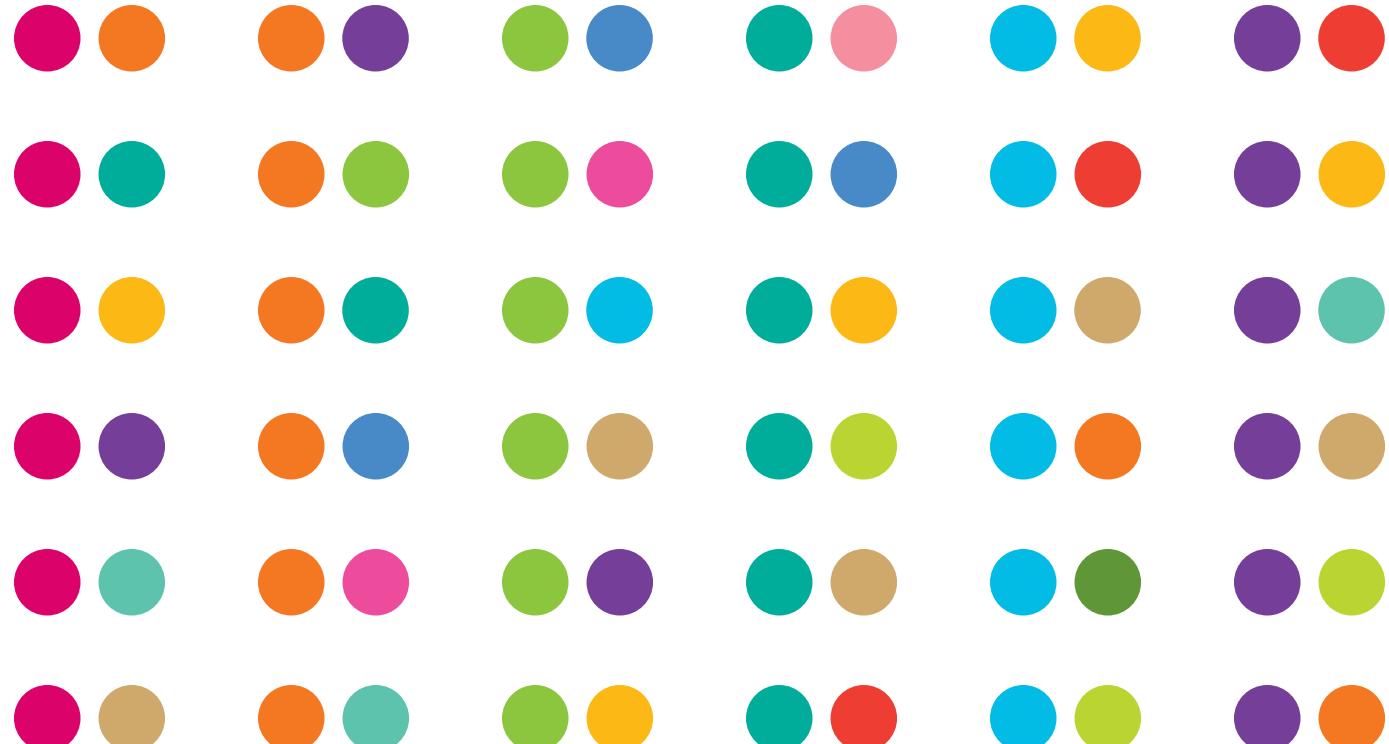


Color usage

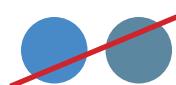
COLOR PAIRINGS

On a single layout or spread, use up to two colors from our palette. Take these colors directly from the dominant colors of the image or make sure they complement the dominant colors of the image (see previous page).

In either case, make sure that the two colors complement each other or have enough contrast to work harmoniously together. Here are some examples of color pairings that work well together, as well as pairings to avoid.



Examples of color pairings that work well together



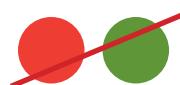
Avoid pairing colors that lack contrast.



Avoid pairing pastel colors.



Avoid pairing two pinks.



Avoid pairing colors that have cultural or religious connotations.

Layout

Building a page

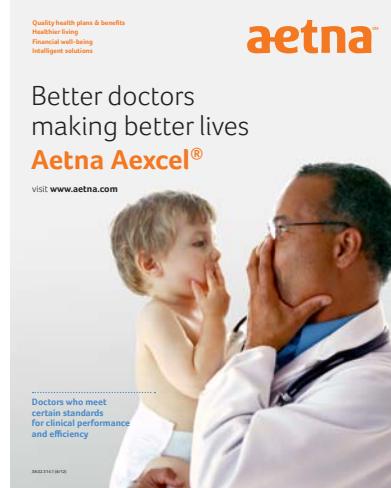
Our visual identity 34

OVERVIEW

Our pages feel bright, vibrant and forward-looking. They are also direct and easy to understand, using clear hierarchies and straightforward typography so that readers can quickly find the information they need.

Our pages tell a complete story. Images are paired with specific messages, creating a comprehensive communication that is relevant to the piece's overall content.

Our spreads feel uncluttered because we leave white space around text and avoid using multiple images on a single page (when possible).



FRONT COVER



BACK COVER



INTERIOR SPREAD, EXAMPLE 1



INTERIOR SPREAD, EXAMPLE 2

Understanding Aexcel®
What the blue star means for you

WHAT AEXCEL REALLY MEANS
Aexcel is a title for specialty doctors who have met certain standards of health care providers — have met certain standards of clinical or medical performance and efficiency.

SPECIALTIES
• Cardiology
• Cardiothoracic surgery
• Gastroenterology
• General surgery
• Neurology
• Nephrology
• Obstetrics and Gynecology
• Orthopedics
• Otolaryngology/ENT
• Plastic surgery
• Urology
• Vascular surgery

Doctors who don't meet these standards are still part of our broader network of specialist doctors.

HOW WE EVALUATE
We begin our evaluation by identifying doctors and groups of doctors performing in the 12 specialty areas mentioned before. Physicians must have a minimum volume of episodes of care and pass clinical performance measures to be considered for Aexcel designation. All physicians are included in the clinical performance evaluation using 5 categories of clinical measures. A physician must have at least 10 Aetna cases for each applicable measure.

For evaluation of efficiency, we identify specialists in groups consistently providing Aetna plans who have managed at least 20 episodes of care for Aetna members over the past 3 years.

Clinical performance
Using member claims information, we look at:
• hospital readmission rates after 30 days
• rates of health complications during hospital care
• utilization of specialty services to improve outcomes

The standards are based on guidelines from national associations respected by doctors. Therefore, most doctors in our network are included in these medical practices. And, doctors in our network have already gone through extensive credentialing before joining Aetna. Doctors who don't meet these standards are not evaluated for the next step: efficiency.

Efficiency
Efficiency in the medical space is evaluated in our experience efficient doctors tend to recommend appropriate testing and treatments for members. Doctors who are efficient are often labeled "high quality" and labeled as "low quality." In fact, observations suggest that these doctors may see some of the more advanced cases. These doctors use the latest diagnostic imaging and technologies. However, they do so in a cost-effective manner.

Looking at total costs
In addition to cost, when evaluating efficiency — not just costs for doctor visits, our review also includes inpatient, outpatient, diagnostic, laboratory and pharmacy claims.

We evaluate doctors using specific standards.
Based on the results, we include them in a performance network.

Claim-based clinical performance measures

We use specific standards for different specialty areas when evaluating for the Aexcel network. For claim-based measures the doctor or group must have at least 10 cases in any given measure to be evaluated. In some measures, such as heart attacks, we use a different number of cases. In other measures, such as adverse event rate, a case is each event, and one member can have multiple events.

SPECIALTY CATEGORY	CLINICAL PERFORMANCE STANDARD	RECOGNIZED ASSOCIATION
Cardiology	Use of beta-blocker for members with history of heart attacks	American College of Cardiology www.accf.org
	Use of ACE inhibitor (or ABB) in members with chronic heart failure	CMS www.cms.hhs.gov
	Use of statins (or ABB) in members with coronary artery disease (CAD) and diabetes	JCAHO www.jcaho.org
	Use of cholesterol-lowering drugs (statins) for members with cardiac disease	AQAs www.qualityalliance.org
	For each member, a cardiologist takes medications that have been proven to effectively prevent heart attacks in people with heart disease. Members on any of these medications who had at least one heart attack in the last year should either a serum creatinine or a blood urea nitrogen (BUN) test every six months	NQCA http://web.nqca.org
Obstetrics and Gynecology	Cervical cancer screening rate	ACOG www.acog.org
	For each member, a clinician performs a Pap smear who should be getting Pap smears are actually getting these tests	CMS www.cms.hhs.gov
	Breast cancer screening rate	NQCA http://web.nqca.org
Neurology	Annual monitoring of antiepileptic therapy	CMS www.cms.hhs.gov
	Members on anticonvulsants had at least one serum concentration level measurement test	
Orthopedics	Osteoporosis management following fracture	American Medical Association www.ama-assn.org

Layout

Building a page

COVER AND BACK COVER

Our front and back covers are engaging and straightforward. On front covers, we show a connection between our brand, our organizing principles and the product name by linking them with color. On back covers, the logo is 2-columns wide.

A basic structure for a cover and a back cover is shown here. Please refer to the forthcoming brand architecture guidelines for more specific information on typographic hierarchies.



Building a page

INTERIOR SPREADS

Our interior spreads communicate information in a way that is clear and easy to follow. Layouts are clean with plenty of white space and clear typographic hierarchies. Also, a single spread uses no more than two colors.

For large text, a text box can be 8-columns wide. For small body copy and charts, text boxes are reduced to 2- and 3-column widths.

Spread headline: Our performance network includes Aexcel-designated doctors in 12 specialty areas.

Introduction: Aexcel-designated doctors are some of the best performers, in terms of clinical performance and efficiency, in their specialty areas. And when you visit an Aexcel doctor, you may save out-of-pocket costs and may not need referrals.

Brand entity statement: Aetna is the brand name used for products and services sold by one or more of the companies in the Aetna family of companies. Not all products and services offered by Aetna are available in all areas. For more information about the availability of products and services in your area, please contact your local Aetna representative or call 1-800-AETNA-USA. © 2012 Aetna Inc. All rights reserved. Aetna and the Aetna logo are trademarks of Aetna Inc.

Interior headline: Understanding Aexcel® What the blue star means for you

Sub-headline: Clinical performance

Body copy: The standards are based on claims member claims information from members who received care during hospital care or other treatments, by specialty, shown to improve outcomes.

List: The standards are based on claims member claims information from members who received care during hospital care or other treatments, by specialty, shown to improve outcomes.

Color subhead: Efficiency

SubSubhead: How we evaluate

Callout: We evaluate doctors using specific standards. Based on the results, we include them in a performance network.

Legal: © 2012 Aetna Inc. All rights reserved. Aetna and the Aetna logo are trademarks of Aetna Inc.

Divided page layout: Let's look at John and Linda as an example how risk adjustment works.

Case study headline: John is a 60-year-old man with heart disease. Linda also is 60, old, has high blood pressure and diabetes.

Introductory case study body copy: Linda clearly requires more health care resources than John. She sees more specialists and more doctors who care for more patients like Linda — those who have chronic or complex conditions — in a given time period. Her doctor will likely be referring her to specialists for patients with similar conditions.

Case study body copy: These examples are for illustrative purposes only and do not necessarily reflect experiences of actual members.

Claim-based clinical performance measures

SPECIALTY CATEGORY	CLINICAL PERFORMANCE STANDARD	RECOGNIZED ASSOCIATION
Cardiology	Use of beta-blocker for members with history of heart attack Use of ACE inhibitor (or AII) in members with chronic heart failure Use of ACE inhibitor (or AII) in members with coronary artery disease (CAD) and diabetes Use of cholesterol-lowering drugs (statins) for members with cardiac disease Use of aspirin for cardiovascular risk reduction in patients with CAD and diabetes Prevent heart attacks in people with heart disease Members of any of these medications who had either a serum creatinine or a blood urea nitrogen therapeutic protein test	American College of Cardiology www.acc.org CMS www.cms.hhs.gov ICAN ican.cms.hhs.gov ADA www.diabetes.org NCQA http://web.ncqa.org
Diabetics and Gynecology	Cervical cancer screening rate How often members can't be on an Ob/Gyn screening mammogram because they are actually getting these tests Breast cancer screening rate How often members can't be on an Ob/Gyn screening mammogram because they are actually getting these tests	ACOS www.acog.org CMS www.cms.hhs.gov NCQA http://web.ncqa.org
Neurology	Annual monitoring of anticoagulant therapy How often members can't be on an Ob/Gyn screening mammogram because they are actually getting these tests	CMS www.cms.hhs.gov
Orthopedics	Osteoporosis management Following Fracture How often members can't be on an Ob/Gyn screening mammogram because they are actually getting these tests	American Medical Association www.ama-assn.org

Chart: This chart illustrates the clinical performance measures for different specialties, including Cardiology, Diabetics and Gynecology, Neurology, and Orthopedics. It shows the specific measures and the recognized associations for each category.

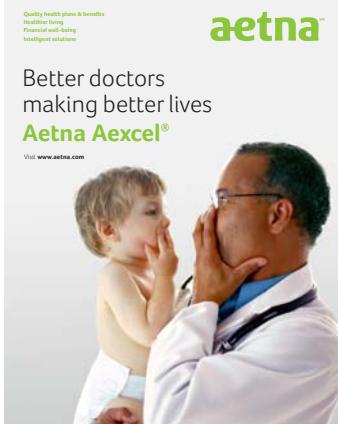
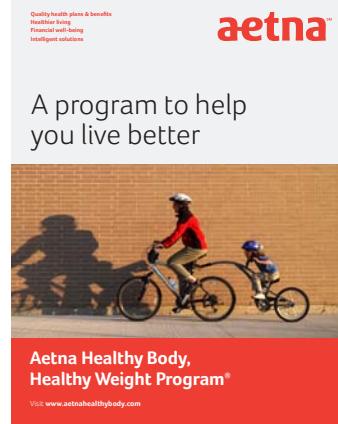
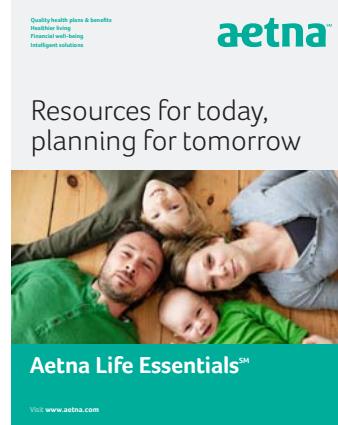
Layout

Our visual identity 37

Sample brand architecture application

Examples of possible layouts for brand architecture are shown here. These use various image/layout combinations: full-bleed light background, limited crop with full-bleed solid background image, silhouetted images and two-color layouts.

Please refer to the brand architecture guidelines for more detailed information.

Products, Plans, Services	Programs	Tools	Suite of Solutions
 <p>Aetna Aexcel® Visit www.aetna.com</p> <p>Better doctors making better lives</p> <p>Aetna Aexcel®</p> <p>Quality health plans & benefits Healthier living Financial well-being Intelligent solutions</p> <p>Medical</p>	 <p>Aetna Healthy Body, Healthy Weight Program® Visit www.aetnahealthybody.com</p> <p>A program to help you live better</p> <p>Aetna</p> <p>Quality health plans & benefits Healthier living Financial well-being Intelligent solutions</p> <p>Medical</p>	 <p>Aetna's Education Site for Health Care Professionals Connecting you to learning opportunities from Aetna Visit www.aetnaeducation.com</p> <p>Aetna</p> <p>Quality health plans & benefits Healthier living Financial well-being Intelligent solutions</p> <p>Medical</p>	 <p>Small Business Solutions Visit www.aetna.com</p> <p>Benefits fit to your business</p> <p>Aetna</p> <p>Quality health plans & benefits Healthier living Financial well-being Intelligent solutions</p> <p>Medical</p>
 <p>MEDICARE A healthy retirement, built with you in mind Aetna Golden Choice™ Plan Visit www.aetnamedicare.com</p> <p>Aetna</p> <p>Quality health plans & benefits Healthier living Financial well-being Intelligent solutions</p> <p>Medicare</p>	 <p>Aetna Life Essentials™ Visit www.aetna.com</p> <p>Resources for today, planning for tomorrow</p> <p>Aetna</p> <p>Quality health plans & benefits Healthier living Financial well-being Intelligent solutions</p> <p>Specialty</p>	 <p>Price-a-Drug™ Tool A tool to help you compare and save Visit www.aetnapharmacy.com</p> <p>Aetna</p> <p>Quality health plans & benefits Healthier living Financial well-being Intelligent solutions</p> <p>Pharmacy</p>	 <p>Global Benefits China Aetna International, LLC Visit www.aetnainternational.com</p> <p>Aetna</p> <p>Quality health plans & benefits Healthier living Financial well-being Intelligent solutions</p> <p>International (Entity)</p>

The notional applications on the following pages demonstrate our visual identity system across a spectrum of communications. Use these examples as inspiration for implementing our brand.

Design inspiration

Brochure covers

Our visual identity 39



Design inspiration

Advertisement

Our visual identity 40



Design inspiration

Advertisement

Our visual identity 41

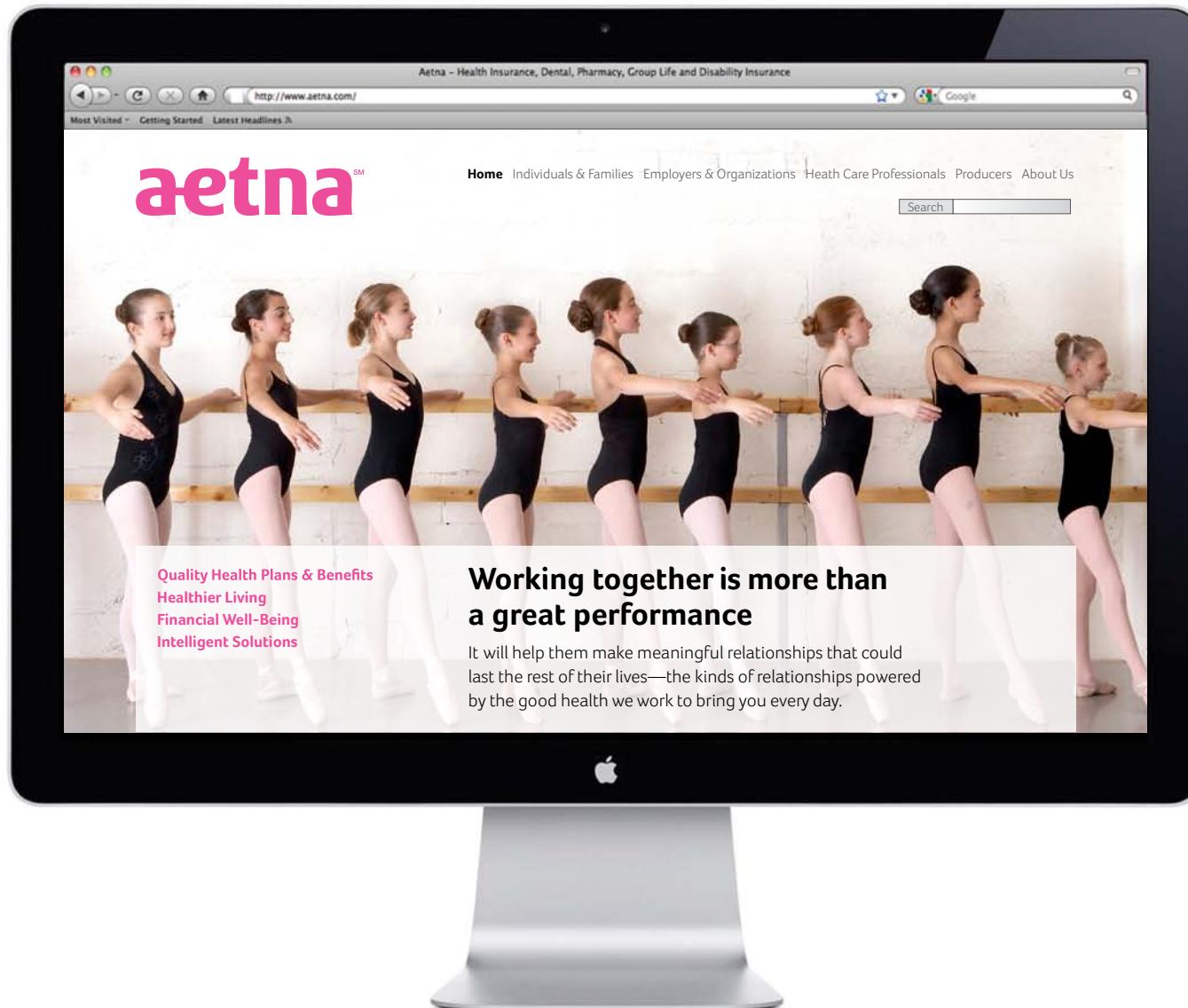




Design inspiration

Website home page

[Our visual identity](#) 43



Design inspiration

Mobile app

[Our visual identity](#) 44



Design inspiration

Mobile app

Our visual identity 45



Design inspiration

Business card

Our visual identity 46



Design inspiration

Member card

Our visual identity 47



Design inspiration

Tote bag

Our visual identity 48



Design inspiration

Signage

[Our visual identity](#) 49



Aetna Foundation has its own customized logo, due to its unique tax and legal status requirements. This identity builds on the Aetna brand story — striking a supportive balance with the parent brand to signify the Foundation's unique purpose within the organization. While the Aetna Foundation does have its own unique logo, it still follows all larger Aetna design standards and guidelines in regards to font, color, photography, etc.

In our Aetna Foundation logo, the word Foundation visually supports the main Aetna logo. Foundation is in all-caps with spaced-out letters to create a sense of solidity without being overpowering. Foundation is set in our Aetna typeface, Foco.

As with our main Aetna logo, our Aetna Foundation logo can take on any color in our palette.



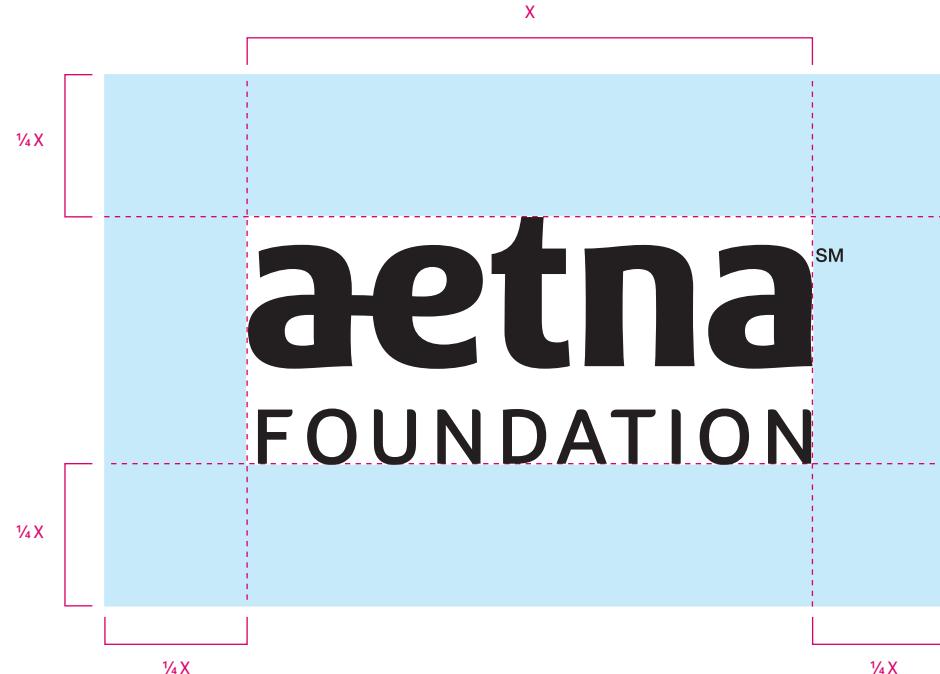
aetnaSM
FOUNDATION

Logo clear space and minimum size

Our Aetna Foundation logo is straightforward and recognizable, striking a balance between its own unique status and its important role within Aetna. Use the recommendations that follow to ensure the Aetna Foundation logo is applied consistently across all communications.

CLEAR SPACE

Keep the logo clear of competing text, images and graphics by maintaining the minimum amount of clear space, which is equal to $\frac{1}{4}$ the width of the logo on all sides.



MINIMUM SIZE

Keep the logo legible by always using the wordmark at sizes greater than 0.2" high for print, and 55x137px for digital applications.

For print, use the “regular usage” logo whenever the height of the logo is 0.8" or greater. When the logo is between 0.2" and 0.8" in height, use the “small print and digital usage” file.

For digital applications, use the “small print and digital usage” file for all sizes. Depending on the color of the logo, the minimum size may need to be increased for the SM to be legible at screen resolution.



MINIMUM SIZE FOR PRINT

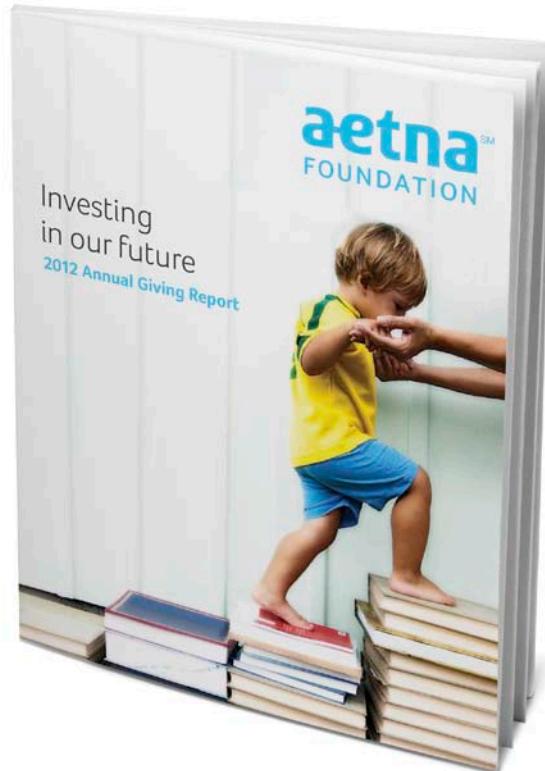
Use the small print and digital usage logo for heights between 0.2" and 0.8". The “SM” is larger in proportion to the Aetna wordmark to remain legible at smaller sizes.

W: 137px (including SM)



MINIMUM SIZE FOR DIGITAL USAGE

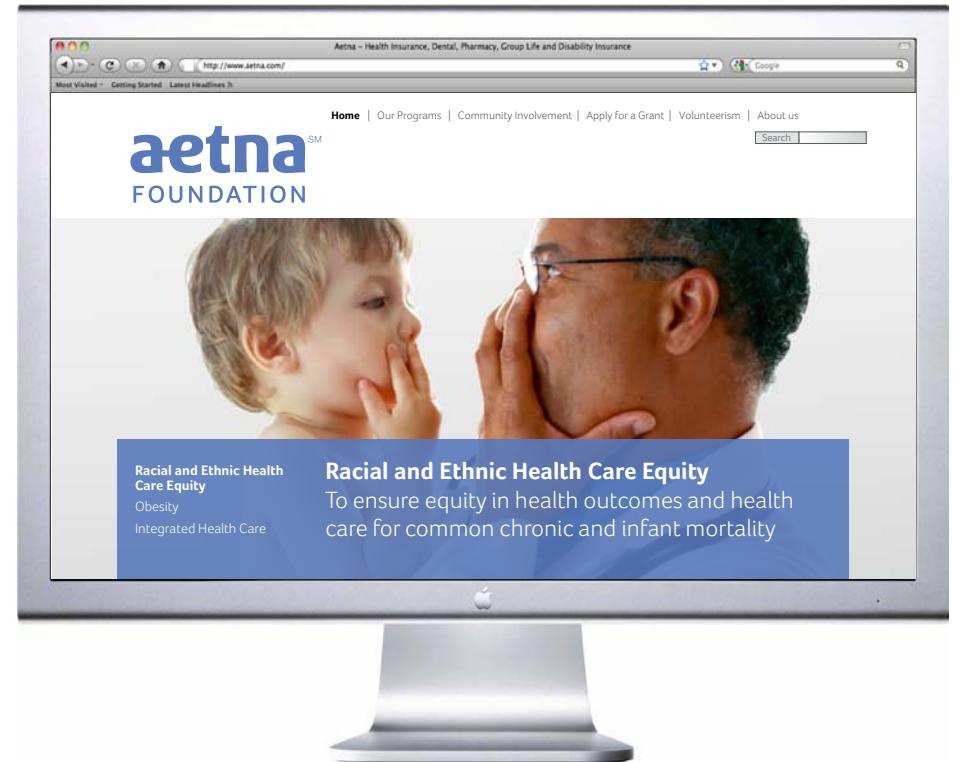
Use the small print and digital usage logo for all digital applications.



Aetna Foundation

Design inspiration

Our visual identity 54



Our brand voice

Brand voice captures our unique personality and shares it with the world. It distinguishes us from other health care carriers and informs everything we do, everything we write and everything we say. It's how our customers hear us and how they remember us. And it's how we share our bold vision for a healthier future. Because good communication is more than what we say, it's how we say it.

WHEN AND WHERE SHOULD WE USE OUR VOICE?

All the time and everywhere. Think about it this way: you're always the same person, no matter where you are. You sound different in the office than you do at a football game, but your personality—your general tone, your word choice, your clothing style—is immediately recognizable in both places. That consistency lets people connect with you. It builds trust. And the more our providers, members and partners trust the work we do, the more we can help everyone make healthier choices.

PLAIN LANGUAGE AND THE WRITERS' CENTER FOR EXCELLENCE

Our plain language initiative also sets us apart. Straightforward, accessible language clarifies the complexities of the health care industry and makes things much easier for our customers. We've been working hard to apply plain language standards to our communications, and we've been succeeding:

- Plain language is part of our brand standards—and we've won awards for using it effectively
- It's part of our annual Business, Conduct and Integrity training
- We have a plain language website
- We're building a curriculum for certifying writers to provide continuing support for our plain language efforts

THE WRITERS' CENTER FOR EXCELLENCE

The Writers' Center for Excellence was established to provide guidance in plain language writing. It helps writers create and evaluate written communications and offers a curriculum that spans a variety of writing needs. Please visit the center for more information.



Did you know doctors can charge different amounts for the same procedure? Because I sure didn't. Aetna's Member Payment Estimator showed me in advance how much my specific health plan choices would cost. And that saved me money.

PROFILE Member

KEY DRIVER Control

We created these guidelines to support you as you begin using our new voice. Here you'll find:

- Examples of companies with strong, distinctive voices
- Our voice attributes and tools for using them
- Key messages we'll deliver in our voice
- Practice exercises

Along with the [Writers' Center for Excellence](#), these tools:

- Offer assistance
- Answer questions
- Inform discussions about brand voice and how it can help make an impact in your communications

Strong brand voice examples

Our brand voice 60

GE



**Imaginative.
Responsible.
Inspirational.**

GE lives by a single credo: *imagination at work*. Its voice validates that credo by emphasizing how the world benefits from the work that GE does every day. The company's tone and focus shows that its business is important for consumers and for the earth.

Product-line description

GE works hard to make a house a home, with the very best in small appliances, including blenders, toasters, coffee makers, toaster ovens, food processors and much more. Available exclusively through Walmart, GE housewares help people everywhere manage their world.

Web marketing

We're determined to solve the world's biggest problems. By putting our collective imagination to work for a better future, we might get there yet. Is it possible to change the world? At GE, we are doing it one idea at a time.

Progressive



Upbeat. Enterprising. Encouraging.

Progressive is one of the nation's most competitive companies, with a long history of innovation in the insurance industry. It keeps its competitive spirit from becoming too aggressive with a voice that's also friendly and encouraging.

Commercial script

FLO Well, I can do two things...first, we'll show you our Progressive Direct rates and rates of our competitors. People who switch save an average of over \$500 a year!

MAN Very cool. Oh, and the second thing?

FLO [Waves one hand over the other and reveals an elaborate paper swan]
It's origami.

MAN That just blew my mind.

Employee benefits newsletter 7.25.08

Are My Doctors, Hospitals and Dentist in the Network?

More than 90% of the doctors that Progressive people used last year are included in Aetna's medical network. Dental networks are not nearly as broad as medical networks, so we anticipate that about 30% of the dentists Progressive people currently use will be in Aetna's network. For this reason, you can continue to see any dentist you choose.

To see if your doctor and/or dentist are in the network, go to Progressive's 2009 Benefits Web site at progressive.com/benefits2009 and click on DocFind. If your doctor or dentist is not in the network, know that Aetna is reaching out to many of the doctors and dentists we see to invite them to join. You can ask them to join as well!

Strong brand voice examples

Volkswagen

Our brand voice 62



**Charming.
Sophisticated.
Freethinking.**

From its iconic VW bus to its highly successful update of the Beetle, VW's modern identity as "the people's car" has made it one of the most recognizable brands in the world. And the flexibility of its voice means those "people" come from just about every category in the market.

Splash page: brochure request

Requesting a brochure is our little way of knowing that you need some alone time to get acquainted with a VW. Don't be shy. We understand. That's why it's available via email or download.

NADA Convention keynote speech, 2010

You—the dealers across America—are a key part of this vital industry. You understand the importance of strong brands. And with our products, you are the most important link to our customers. You have been there from the start. The first independent auto dealer opened in Detroit in 1898. His name was William Metzger.

Sounds German.



I own a small café with 15 employees, but I don't have a full-time tax expert. Instead, I use Aetna's Tax Credit Calculator to find out which health insurance tax credits I can get. Aetna's got my back. And I can get back to dishing up the freshest food in town.

PROFILE Plan Sponsor

KEY DRIVER Support

We're passionate about what we do, and our voice captures that. Its clarity shows our determination to cut through jargon. Its authenticity and optimism express our belief that we can make a positive difference in people's lives. And its purposeful, powerful language comes from our unwavering commitment to support our members in even the most challenging times.

These attributes—**clear, optimistic, genuine** and **purposeful**—make up our voice. Each one shapes how we talk about what we do in a particular way. Together, they convey the most important things about us: our passion for our work, and our pledge to work with people rather than talk at them.

Clear

WHY IT'S IMPORTANT

Speaking and writing clearly lets people know we value their time.

HOW WE DO IT

We avoid complexity and jargon wherever possible. We speak in simple, straightforward language that is easy to understand.

WHAT IT SOUNDS LIKE

Clear communication is:

- Plain *but not* boring
- Direct *but not* blunt
- Simple *but not* simplistic

Genuine

We inspire trust by treating people as individuals, not numbers.

We mean what we say, and we say what we mean. We're trustworthy, approachable and committed to our customers and partners.

Genuine communication is:

- Candid *but not* harsh
- Conversational *but not* unprofessional
- Engaging *but not* intrusive

Optimistic

Our optimism reflects our confidence that we can help make a better health care system—and that a better health care system can help make a better world.

We're interested in the world around us and determined to help improve it. We're friendly, helpful and encouraging.

Optimistic communication is:

- Positive *but not* unrealistic
- Forward-looking *but not* vague
- Energetic *but not* unfocused

Purposeful

We never lose sight of our purpose: helping people make the most of their health care benefits during their toughest moments as well as their best ones.

We're passionate about creating a healthier future for everyone, and confident we'll succeed. We're accomplished and determined.

Purposeful communication is:

- Confident *but not* commanding
- Strong *but not* stern
- Unwavering *but not* rigid



The decision to move overseas was thrilling, but I had no idea how my health insurance would work—until I checked out the Aetna International site. In just a few minutes I got exactly the information I needed. Now I know I can count on Aetna to help me stay healthy, even if I don't stay in the same country.

PROFILE Member

KEY DRIVER Access

You can hear all four of our voice attributes in everything we write or say. But that doesn't mean we sound the same all the time. Sometimes one attribute may take the lead while another is toned down. It's like adding spice to a dish: it requires good judgment.

Are you letting members know about a cutting-edge tool that will help them save money? That's a perfect time to shift the balance toward our optimism. If you have difficult information to convey, you might use a more purposeful tone, letting the genuine and optimistic attributes work as supporting qualities. Keeping your audience and the purpose of your message in mind will help you decide which attributes to emphasize.

General principles of good writing

These two pages give you a few tactics to help you get started.

FROM

Use the active voice.

This payment was made to your doctor.

TO

We paid your doctor.

Avoid jargon or technical language whenever possible.

Telephonic office visit

Phone consultation

Be clear with your word choices.

Please cascade this document to your direct reports.

Please send this document to your direct reports.

Express complete thoughts with each sentence. We do this naturally when we speak, and it helps keep our communications genuine.

Please review the enclosed information about your hypertension. If you'd like to go over it with me before you contact your physician, please call.

Don't hesitate to call if you would like me to go over any of your high blood pressure materials. I'm happy to help you.

You can find further information on general writing principles at the [Writers' Center for Excellence](#).

Using our voice

Writing in the Aetna voice

Our brand voice 69

FROM

Use “we” and “you” to make a personal connection.

If Aetna does not receive the required information by January 12, 2011, Aetna will render a decision based on the existing materials in your claim file.

Make the benefit clear by using affirmative language and avoiding qualifiers.

Does your health plan offer a choice between in-network and out-of-network care? In-network can help you save.

Emphasize that we’re here to help.

We can’t consider it until we know whether [Jane Member] is covered under Medicare or another health plan. You need to send us details on other coverage. The form with this letter tells you what you need to send us.

Be frank about individual issues or problems, and let people know we’re working to address them.

The above claim was previously denied because we had no record that the service had been precertified for medical necessity. This denial was in error.

Express enthusiasm by varying the length of sentences and using a positive tone without depending on exclamation points.

Take that next step and apply! You asked for a quote and we sent it to you! Now it’s your turn. All you need to do now is fill out an application by logging in [here!](#)

TO

Please send us this material by January 12, 2011. If we don’t have it by then, we’ll make our decision based on the records we have on file.

Choosing doctors and hospitals in our network saves you money.

To process your claim, we need to know about any other medical coverage you may have. We’ve enclosed a form that lists the details we’re missing; please return it to us as soon as possible.

We made a mistake when we denied your claim for lack of precertification. We now realize that we did precertify the medical service, and we’ll immediately reconsider your claim.

Thanks for requesting a quote. Now that you’ve got it, the next step is easy: just log in [here](#) to fill out an application.



With Aetna, it's easy to do business. I can run my practice my way, and care for people the way I think is best. And that means I can spend more time on what matters most: my patients.

PROFILE Provider

KEY DRIVER Value

Our voice in action: “before” and “after” examples

Our brand voice 71

Telephone outbound script

Take a look at the following “before” and “after” examples. The rewrite gives all the same information in a way that’s clear and easy for our customers to understand.

BEFORE

Welcome to Aetna! Now that you’re enrolled, please register now for our secure member website at Aetna.com! You will have immediate access to benefit information, find a doctor, find cost of care, even print a temporary id card if you need one before your permanent one comes in the mail. Want to eliminate paperwork? You can go green and elect to receive your Explanation of Benefits statements on line. Our virtual agent, Ann, can help you with all of this and more! If you own a smart phone, we even have an app for that! Thank you for choosing Aetna to meet your healthcare needs!

AFTER

Hi. I’m Ann, your virtual assistant.

I can help you save time, save money and avoid hassles. You’ll find me at Aetna.com. Just register for Navigator to access our secure member website. I’ll be there to help you find a doctor, check your coverage, keep track of health care costs—even print a copy of your ID card. Headed out? No problem—you can get to Aetna.com on your smart phone, too. So you can always find us, wherever you are.

Thanks for choosing Aetna.

Our voice in action: “before” and “after” examples

Our brand voice 72

Broker letter

BEFORE

Your Client's Aetna Advantage Plans Application

Dear [Insert Broker name or Broker Firm name associated to the application]:

[Prospective Member Name] has recently completed an Aetna online application. As the represented agent, you are required to endorse this client's application by providing your E-signature.

Please access your account through Producer World www.Aetna.com to retrieve your customer's application and complete the E-Signature process. Once you searched and selected your client's record, you will be able to see an 'Endorse Application' button. Clicking this button will begin the brief endorsement process. You will also be able to view your client's submitted application by selecting the 'View Application' button.

Please reference Application ID: [Application ID]

We look forward to reviewing your client's completed application.

If you have any questions, feel free to contact our Broker Sales Support Center at **1-888-54-AETNA (1-888-542-3862)**. Any member of our team can help you when you call. The office is open 8:00 AM to 5:00 PM ET, Monday–Friday.

As always, thank you for your business.

Sincerely,
Aetna Individual Markets

AFTER

Aetna needs your e-signature.

[NAME GOES HERE] has just completed an online application. As the agent of record, you need to add your e-signature.

It's easy.

Just log into your account through Producer World. First click "View Application." Then click "Endorse Application." Reference Application ID: [Application ID]

Simple as that. We'll start processing the application once we have your e-signature.

Can we help in some way?

Our Broker Support team stands ready to support you. Just call 1-888-54-AETNA (1-888-542-3862) 8 a.m. to 5 p.m. Monday to Friday local time.

As always, thanks for your business.

Our voice in action: “before” and “after” examples

Our brand voice 73

Employee communication

It's as important for us to use our new voice internally as it is to use it with our members, doctors and brokers. Unless our voice expresses who we are internally as well as externally, we won't sound authentic to anyone.

BEFORE

All Aetna staff are responsible and accountable for the identification and communication of potential quality of care concerns to the appropriate quality management staff, who use a systematic process to evaluate potential quality of care concerns. Situations may also be identified by external sources, such as members and providers through mail or verbal communication (complaints). Information identified by Quality Improvement Organizations (QIOs) or External Quality Review Organizations (EQROs) is also taken into account.

AFTER

Quality-of-Care issues

We all come to work every day for one simple reason: to help people choose healthier lives. To succeed, we need to make sure the doctors and hospitals we work with provide high-quality health care. We're all responsible for letting a staff member know as soon as there's a possible problem so we can move as swiftly as possible to correct it.

Our quality care team follows up every time they're alerted about a potential concern. In addition to getting alerts from Aetna employees and staff, the team gets information in these ways:

- *Written, verbal or emailed complaints from members and providers*
- *Information provided by Quality Improvement Organizations or External Quality Review Organizations*

Research has shown us that there are five things people care about most when it comes to their health care. As you're writing, keep them in mind to help focus your messages. We've listed some specific tools and resources you can use as "proof points" for each content area. Our tireless dedication to success in each of these areas is what sets us apart from other carriers.

Control

- Clear information makes it easy to understand your options
- Smart technology, easy-to-use tools
- Flexibility to switch plans
- Choose a plan that lets members visit any doctor in our network without a referral

Value

- Secure members' website offers health assessments, home medicine delivery, printed records and more—saving time and money
- Informed Health hotline answers basic health questions without a doctor's visit

Access

- An excellent network of physicians
- We connect you to the people and resources who can best help you
- We sponsor continuing education for doctors, so they're always on the leading edge

Dependability

- We've been working to help people stay healthy for 160 years
- If there's an issue, we'll let you know—and work to fix it
- We work with you to help make your life easier and healthier

Support

- Excellent, highly trained customer service
- Printed guides and toll-free support for those without internet access
- Informed Health hotline answers basic health questions without a doctor's visit



*When my father got sick, I was totally overwhelmed.
Aetna connected me with a specially trained nurse who
helped me coordinate his care. I had a heavy burden,
but Aetna helped me carry it.*

PROFILE Member

KEY DRIVER Dependability

Haiku

Haiku are traditional Japanese poems. They are three lines long and follow a strict pattern: the first line is 5 syllables, the second is 7 syllables and the third is 5 syllables.

Using the traditional haiku pattern:

5 syllables

7 syllables

5 syllables

Please describe the Aetna brand.

YOUR HAIKU

Exercises

Our brand voice 77

Personification

Think of someone who embodies our voice attributes—clear, genuine, optimistic, purposeful—when they speak. It could be someone famous, someone fictional or even someone you know.

Rewrite the following copy with that person's speaking style in mind. How would they say it?

BEFORE

Thank you for considering the Aetna Advantage plans for Individuals and Families. Your online application has been completed by [insert broker/GA/ISR name here] however you must log in to your account to review and provide an electronic signature before it is submitted to Aetna.

To access your application, log in to the [Aetna Advantage Application Center](#), choose “View Saved Applications” and select the in-progress record. Once you have reviewed your application and provided your and your dependent(s) signatures where required, your application will be submitted to our Underwriting department for review.

Thanks again for your interest in Aetna. Whether you’re self-employed, a new grad, between jobs, raising a family or an empty-nester, we’ve got a plan designed to meet your needs. We look forward to welcoming you to the Aetna family!

Sincerely,

Aetna Individual Markets

AFTER

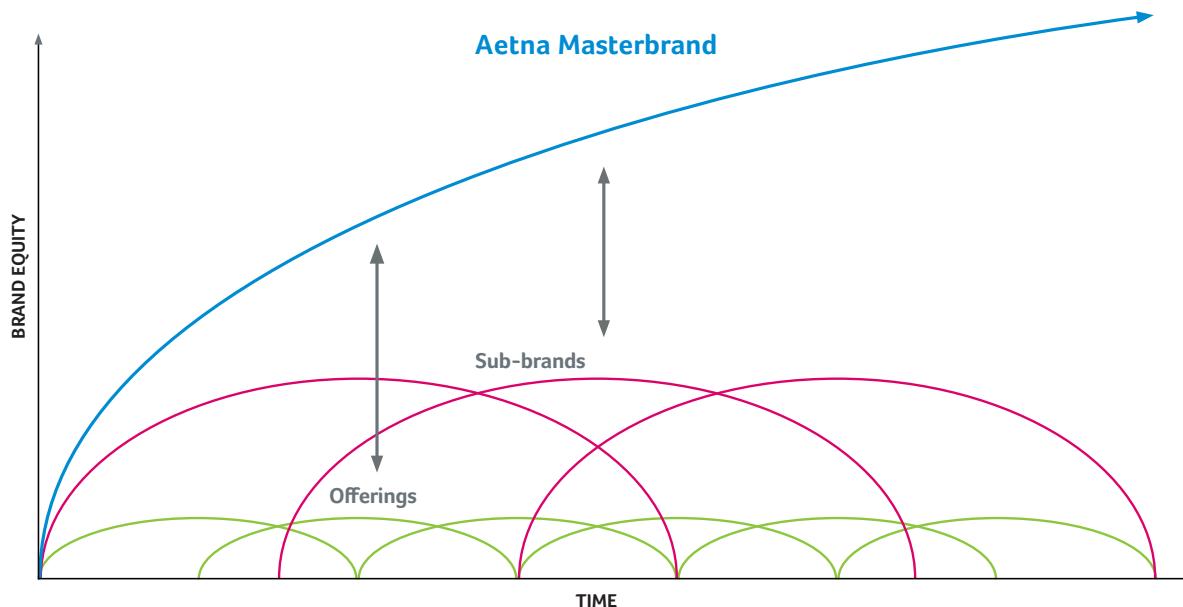
Our brand architecture

What is brand architecture?

[Our brand architecture](#) 79

A communications strategy and system that enables a company to present its lines of business, offerings and affiliations in a way that is clear, compelling and strategically appropriate for customers and external stakeholders.

Aetna has adopted a modified masterbrand strategy. This means that, where possible and appropriate, Aetna will accrue equity to the masterbrand and not to individual offerings, business units or initiatives. This will enable Aetna to tell a more cohesive and relevant story—ultimately achieving marketing and business efficiencies. This chart illustrates the cyclical nature of our business and that, over time, the only constant is the Aetna brand. As a result, all elements need to work together to enhance the value of our brand.



Our organization has many facets and moving parts. From our plans and services to our wellness programs, we have a complex story to tell. As we continue to diversify our business and expand into the consumer market, it is essential that we tell our story in a clear and compelling way. Our enterprise brand architecture is designed to:

- **Communicate that we are more than just a health insurance carrier**
- **Reinforce the end-benefit of engaging with us**
- **Promote clarity for customers and key stakeholders**
- **Signal the differences between offerings within the portfolio (i.e., paid vs. complementary offerings)**
- **Bring to life our brand strategy**
- **Differentiate our company with a proprietary brand architecture model**

The brand architecture cannot reflect the organization chart, but must instead present the portfolio in a way that helps our customers understand, navigate, select, purchase and, most importantly, engage. Ultimately, if we are to live our brand promise, we must empower our customers by making our communications clear, simple and easy to understand.

To achieve our objectives, we must follow these steps:

- 1 Define the layers within the portfolio**
- 2 Create a clear information hierarchy and signature system**
- 3 Apply the brand architecture across our lines of business**
- 4 Implement a naming and brand architecture migration strategy**

Our objective is to promote clarity for customers and key stakeholders as they navigate the Aetna portfolio. That's why we've taken an outside-in view as we define the layers within our Aetna Inc. portfolio of offerings.

Our definitions help us create an information hierarchy that will signal the differences among our portfolio of offerings.

Types of Offerings

Masterbrand	The umbrella under which all offerings live
Organizing Principles	A framework that organizes all of Aetna's offerings in a clear and compelling way (more information on pages 84–86)
Offering Categories/ Audience Segments	A collection of products, services, programs and tools developed to serve a specific sector or business need
Plans/Products/ Networks/Services	Any paid offering including plans, benefits and services
Programs	A complementary offering that enhances an existing core product's plan and/or service
Features	A component of an offering that enhances the member experience and cannot be purchased separately (i.e., not paid)
Tools	Specific tools that enable customers to easily navigate and access Aetna's products and information
Suite of Solutions	A suite of offerings tailored to meet a specific business or audience need

Please note: To promote clarity for customers, internal organizational groups will not be communicated as a "suite of solutions" to external audiences.

Defining the layers within the portfolio

Our brand architecture 84

Organizing principles

To begin reshaping external perceptions of Aetna, we've organized the Aetna portfolio—plans, services, programs, features, tools, networks and suite of solutions—around the four organizing principles. These organizing principles are intended to highlight the benefit of engaging with us relative to peer carriers as well as expand associations of Aetna beyond health insurance alone.

Finally, they're intended to remind all of us, that empowering healthier lives, is not about "what we sell" but rather "why it matters" in people's lives.

QUALITY HEALTH PLANS AND BENEFITS

Access to plans, products, networks, services, programs and tools that help promote individual, family and employee health

HEALTHIER LIVING

Wellness information, resources and support to help individuals, families and communities thrive

FINANCIAL WELL-BEING

Plans, products, services, programs and tools for individuals and families that help ensure financial peace of mind

INTELLIGENT SOLUTIONS

Insights and expertise that enhance productivity or business results

Please note: B2B and B2C research validated that the organizing principles help customers navigate our portfolio and achieve the objectives of the Aetna brand.

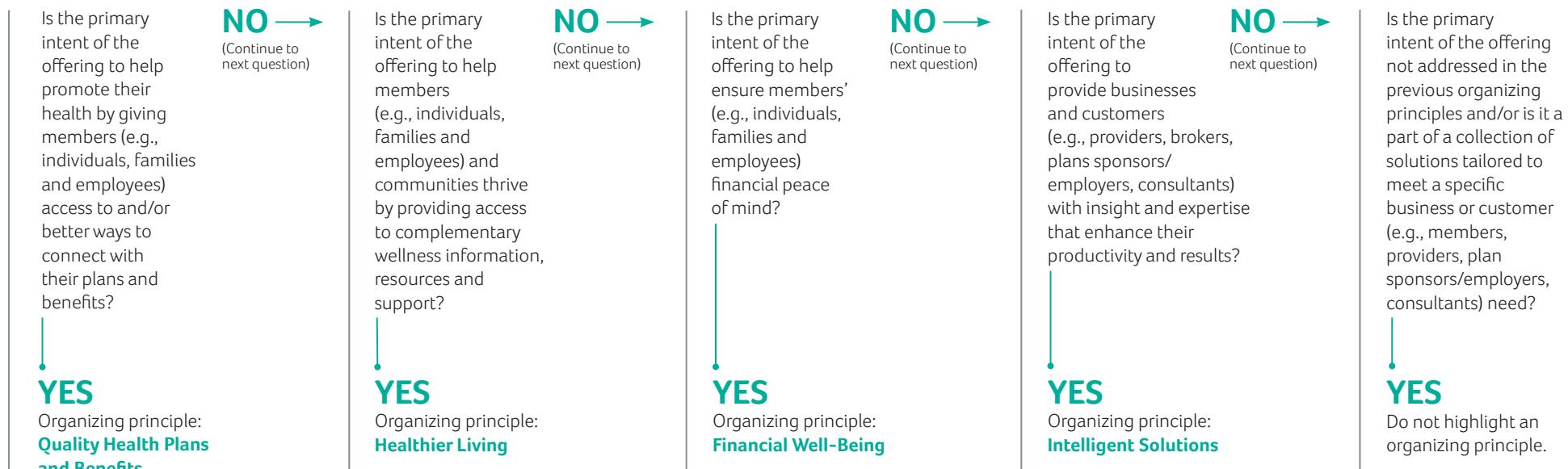
Defining the layers within the portfolio

Our brand architecture 85

Organizing principles: Decision tree

Use our organizing principles decision tree to determine how to classify a new plan, product, program, tool or network. This will help us maintain brand consistency and ensure we categorize offerings under the most appropriate organizing principle. While the brand architecture is intended to organize the portfolio and may influence web architecture, note that it is not intended to address all web navigation needs (e.g., audience segmentation, etc.).

Categorization of Offerings (i.e., products, plans, programs, features, services, networks, tools, platforms)



Defining the layers within the portfolio

Our brand architecture 86

Organizing principles

We should use our organizing principles in communications whenever possible. The only exception to this rule is when there are space constraints in small spaces (i.e., member cards, banner ads, mobile, business cards, employee IDs), or in tv/radio where time constraints prevent their communications.

ORGANIZING PRINCIPLES	DEFINITION	SAMPLE OFFERING
Quality Health Plans & Benefits	Access to plans, products, networks, services, programs and tools that help promote individual, family and employee health	Medical Plans Dental & Vision Plans Clinical Mental Health Services
Healthier Living	Wellness information, resources and support to help individuals, families and communities thrive	Wellness Programs & Services for Seniors Nutrition Programs for Children Aetna Health Connections
Financial Well-Being	Plans, products, services, programs and tools for individuals and families that help ensure financial peace of mind	Life Insurance Plans Long-Term Disability Accidental Death & Dismemberment Health Savings Accounts
Intelligent Solutions	Insights and expertise that enhance productivity or business results	Patient Data & Analytics Tools for Hospitals System Implementation Management Services Processing Medical Claims

Our brand architecture helps enhance our audiences' understanding of who we are as well as the advantages of engaging with us. The following applications demonstrate in tangible ways how we translate our strategy into application through a clear information hierarchy and signature system.

Creating a clear information hierarchy and signature system

Our brand architecture 88

Masterbrand

To protect and promote the integrity of the Aetna logo, never lock it up with an offering or competing graphic, unless otherwise stated in the guidelines.



BUSINESS CARD



SIGNAGE



MEMBER CARD



OUTDOOR AD CAMPAIGN

Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 89

Organizing principles

To start to reshape associations of Aetna and refocus the conversation from inside-out, (i.e., pushing verticals) to outside-in, (i.e., end-benefit), lead with the organizing principles.

Organizing principles

"Aetna" should never be locked up with the organizing principles, but it should have a close relationship. The organizing principles should not be bolded unless content within a communications piece is associated with a specific organizing principle.



PRINT AD



POSTCARD

A screenshot of an e-mail inbox window titled "Aetna - Inbox". The first message is from "Aetna" with the subject "Don't Forget: The Aetna Healthy Food Fight starring chef Bobby Flay!". The message content includes a photo of chef Bobby Flay, a call-to-action button "CLICK HERE >", and text about the healthy food fight contest. The Aetna logo is at the top of the message. The inbox interface shows standard Mac OS X Mail icons.

E-MAIL NEWSLETTER

Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 90

Offerings: plans, products, networks and services

The breadth and depth of our plans, products and services are complex. A clear information hierarchy will help customers navigate our offerings and understand the benefits of engaging with us.

Organizing principles

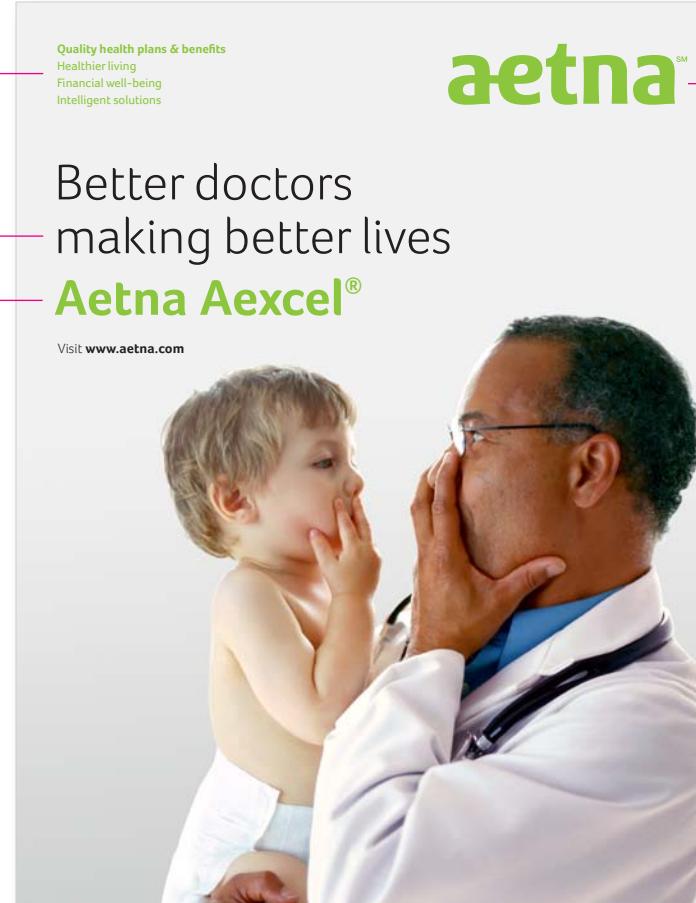
To help customers navigate, highlight the relevant organizing principle on portfolio communications

Headline

Whenever possible, messages should convey the distinctive benefit of the plan, product, network or service

Plan, Product, Network or Service name

The plan, product, network or service name should sign-off the benefit-oriented message



Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 91

Offerings: programs

Our programs are an essential way in which we support our customers. That's why we reinforce their role in communications.

Organizing principles

Headline

Whenever possible, the message should highlight that this is a program enhancing an offering or supporting the customer

Program name

Since programs are key enhancements, they should be positioned at the bottom of the page to underscore their supportive role

Quality health plans & benefits
Healthier living
Financial well-being
Intelligent solutions

aetnaSM

Masterbrand

Resources for today,
planning for tomorrow



Aetna Life EssentialsSM

Visit www.aetna.com

BROCHURE

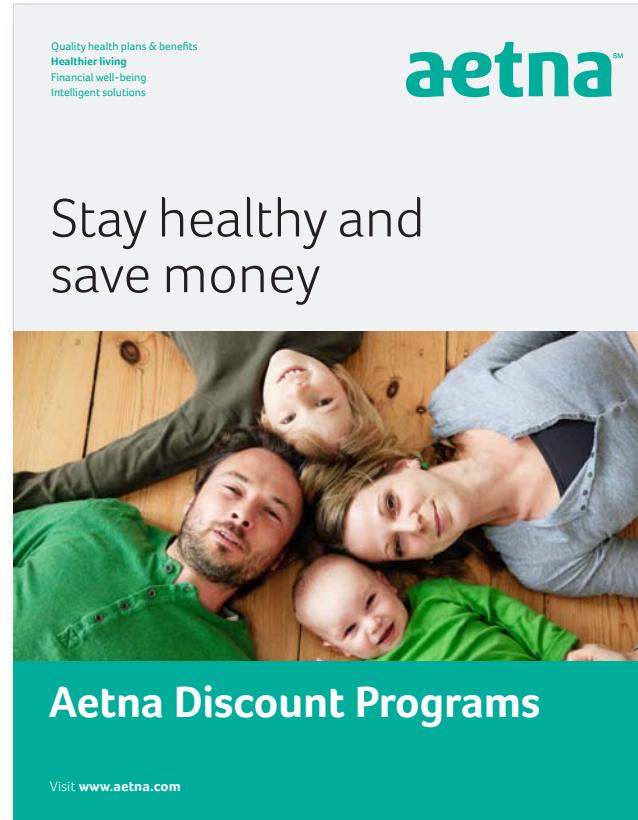
Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 92

Offerings: features

Our features help customers make the most of their health and health benefits. As such, we emphasize that they are a key ingredient in enhancing our members' experience. As an ingredient/component of an offering that cannot be purchased separately (i.e., not paid), features will not be named.



BROCHURE FRONT COVER

Please note: Headlines and design are directional only.

The image shows the inside spread page of an Aetna brochure. The left page has a white background and features the headline "Reach your weight loss goals" in bold black text. Below this is a brief description: "Save on gym memberships; enjoy one-on-one help, activity planning and more." The right page has an orange background and features the headline "Relax, recharge and save money" in bold black text. Below this is a brief description: "Ever wanted to try acupuncture or get a massage? Use your Aetna discount programs to save on these services and more." Further down the right page, another headline "Resources and support to help you live better" is followed by a brief description: "Talk to our registered nurses and dieticians to help you make smart changes in your life." At the bottom of the right page, the headline "Helping you plan ahead for life's little miracles" is followed by a brief description: "Find out what to expect before, during and after your pregnancy and how to stay healthy along the way."

BROCHURE INSIDE SPREAD PAGE

Features should be communicated in the body copy of a brochure

Under
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Creating a clear information hierarchy and signature system

Our brand architecture 93

Offerings: tools

Tools are a tangible demonstration of how we empower our customers. To engage customers, tools should be given a prominent role in communications.

Organizing principles

Tool name

To drive awareness and engagement with the tool, the name should lead the information hierarchy

Headline

The headline should be phrased as a call-to-action to drive engagement with the tool

Quality health plans & benefits
Healthier living
Financial well-being
Intelligent solutions

aetnaSM

Masterbrand



Price-a-DrugSM Tool

A tool to help you compare and save

Visit www.aetnapharmacy.com

BROCHURE

Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 94

Offerings: suite of solutions

Offerings should always be packaged and communicated with the customer in mind. Where possible, use messaging to elevate the suite of solutions name and underscore its relevancy to our customers' lives.

Organizing principles

Suite of solutions spans more than one organizing principle; to prevent customer confusion we should not highlight any of them; set all organizing principles in Foco Bold

Suite of solutions name

Since suite of solutions will need to accommodate listings of plans, products, services, etc., this should lead the information hierarchy

Headline

The headline should capture the benefits of the suite of solutions offerings



BROCHURE

Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 95

Offerings: federal and state administered offers

For certain audiences, the Medicare and Medicaid brands are the key factors for consideration; therefore these offerings will be given more prominence.

Organizing principles

Offering name _____
Medicare and Medicaid offerings should have a unique position in the information hierarchy and be placed above the headline



Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 96

Legal entities

When select businesses within the Aetna portfolio reach entity status, communicating their distinctiveness is important to achieve transparency and clarity for customers.

Tailor descriptors by market to signal Aetna's regional understanding and expertise



Communicate an entity's select status in text and position it at the bottom of the page

BROCHURE

Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 97

Internal groups, campaigns and lines of business

The names of Aetna's various organizational divisions or groups should be indicated in text—and only called out when necessary to communicate a specific capability.



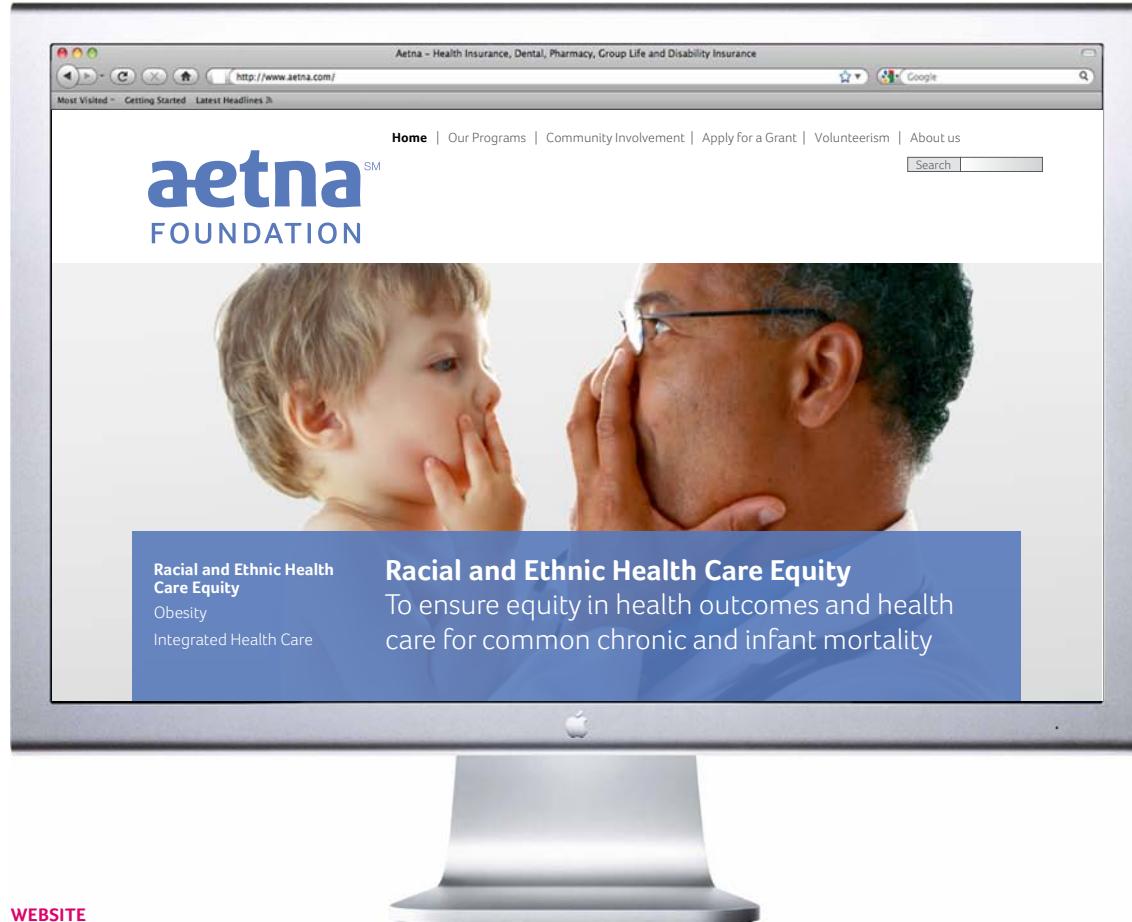
BUSINESS CARD

Creating a clear information hierarchy and signature system

Foundation

Our brand architecture 98

The Foundation exemplifies how Aetna is delivering on its promise and should take a prominent role in communications. Additionally, in accordance with tax and legal regulations, the Aetna Foundation requires a distinctive signature. As such, it is the only entity that may be locked up with the Aetna logo.



Please note: Headlines, website design and layout are directional only.

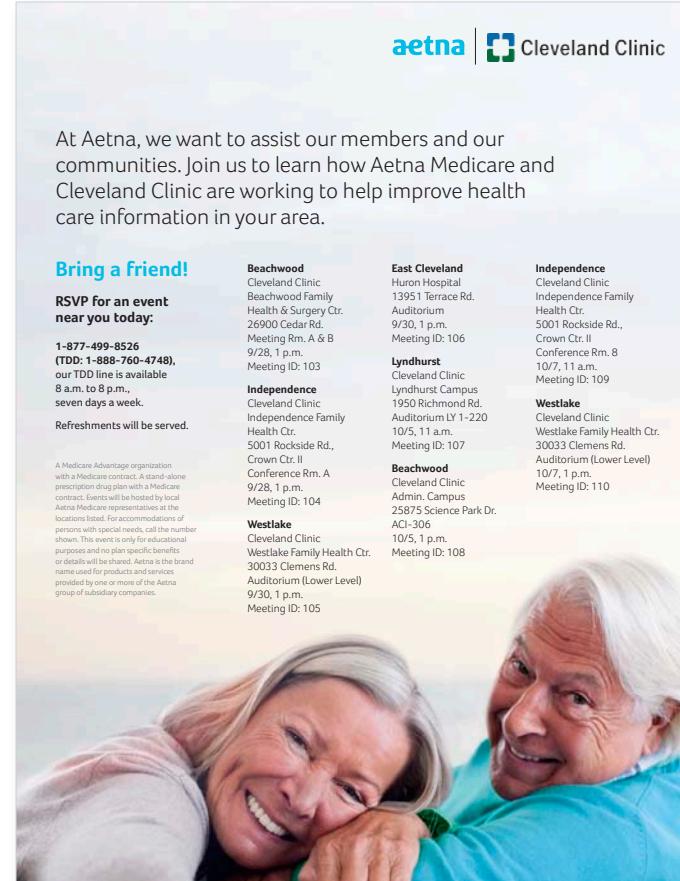
Creating a clear information hierarchy and signature system

Our brand architecture 99

Strategic partnerships

In instances where it is appropriate or required for Aetna and/or its entities to present its logo alongside a partner logo, the two marks should be positioned side by side and separated by a thin rule.

For Aetna-produced materials, choose any logo color that complements both the photograph (if applicable) and the color(s) of the partner logo. Partners may use only the cranberry, teal, violet or black color logos for materials produced externally.



The poster features the Aetna and Cleveland Clinic logos at the top right. Below them is a photograph of a smiling couple. To the left of the photo is text about the event, and to the right are lists of locations and their details.

Bring a friend!

RSVP for an event near you today:

**1-877-499-8526
(TDD: 1-888-760-4748),**
our TDD line is available
8 a.m. to 8 p.m.,
seven days a week.

Refreshments will be served.

A Medicare Advantage organization with a Medicare contract. A stand-alone prescription drug plan with a Medicare contract. Enrollment is made by local Aetna Medicare representatives at the locations listed. For accommodations of persons with special needs, call the number above. All rights reserved. © 2002 Aetna. All rights reserved. Aetna is the brand name used for products and services provided by one or more of the Aetna group of subsidiary companies.

Beachwood Cleveland Clinic Beachwood Family Health & Surgery Ctr. 26900 Cedar Rd. Meeting Rm. A & B 9/28, 1 p.m. Meeting ID: 103	East Cleveland Huron Hospital 13951 Terrace Rd. Auditorium 9/30, 1 p.m. Meeting ID: 106	Independence Cleveland Clinic Independence Family Health Ctr. 5001 Rockside Rd., Crown Ctr. II Conference Rm. 8 10/7, 11 a.m. Meeting ID: 109
Lyndhurst Cleveland Clinic Lyndhurst Campus 1950 Richmond Rd. Auditorium LY 1-220 10/5, 11 a.m. Meeting ID: 107	Westlake Cleveland Clinic Westlake Family Health Ctr. 30033 Clemens Rd. Auditorium (Lower Level) 10/7, 1 p.m. Meeting ID: 110	
Beachwood Cleveland Clinic Admin. Campus 25975 Science Park Dr. ACI-306 10/5, 1 p.m. Meeting ID: 108		
Westlake Cleveland Clinic Westlake Family Health Ctr. 30033 Clemens Rd. Auditorium (Lower Level) 9/30, 1 p.m. Meeting ID: 105		

POSTER

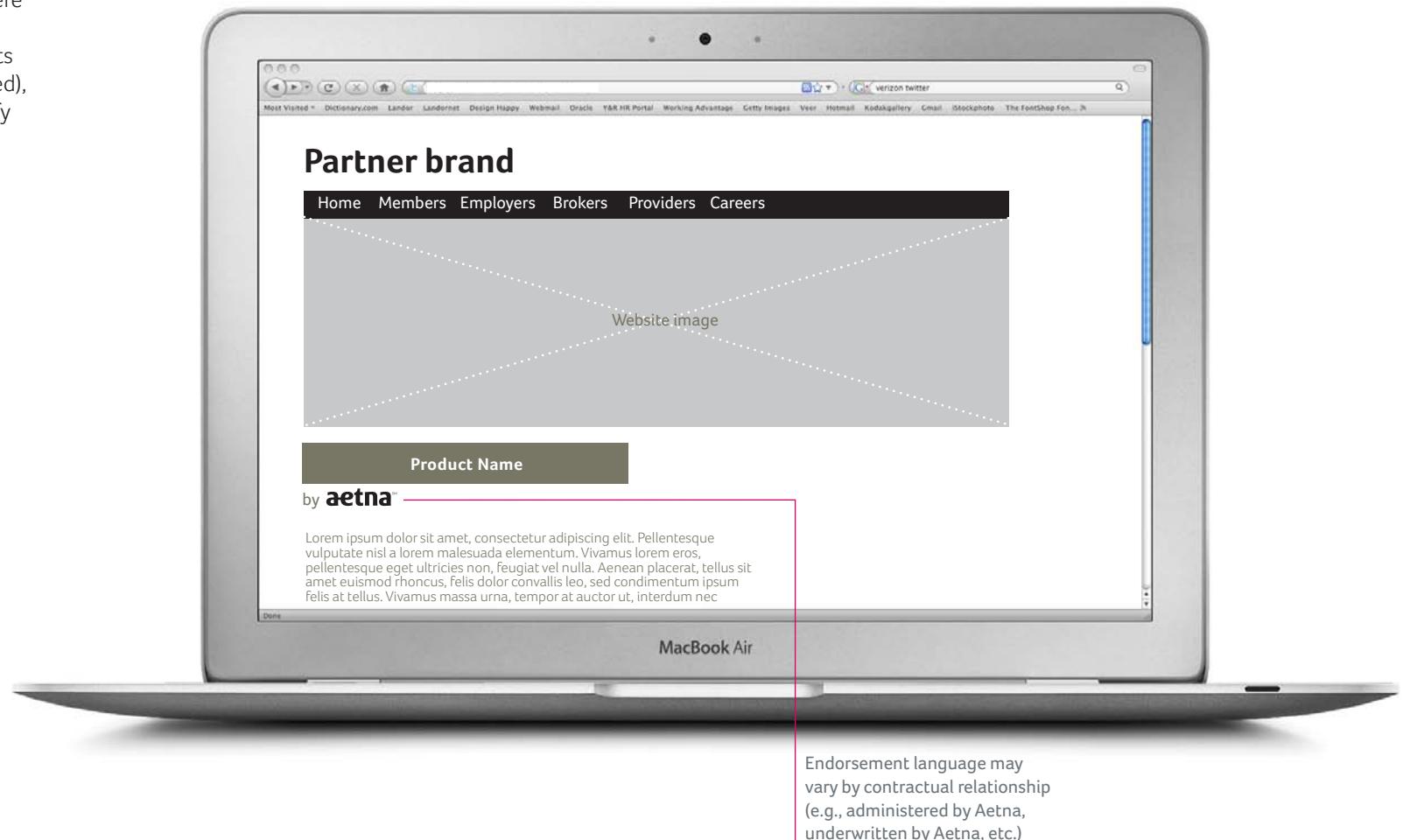
Please note: Headlines and design are directional only.

Creating a clear information hierarchy and signature system

Our brand architecture 100

Ingredient branding

In business relationships where the Aetna brand lives as a component in an offer with its own brand identity (e.g., Allied), use an endorsement to clarify Aetna's role.

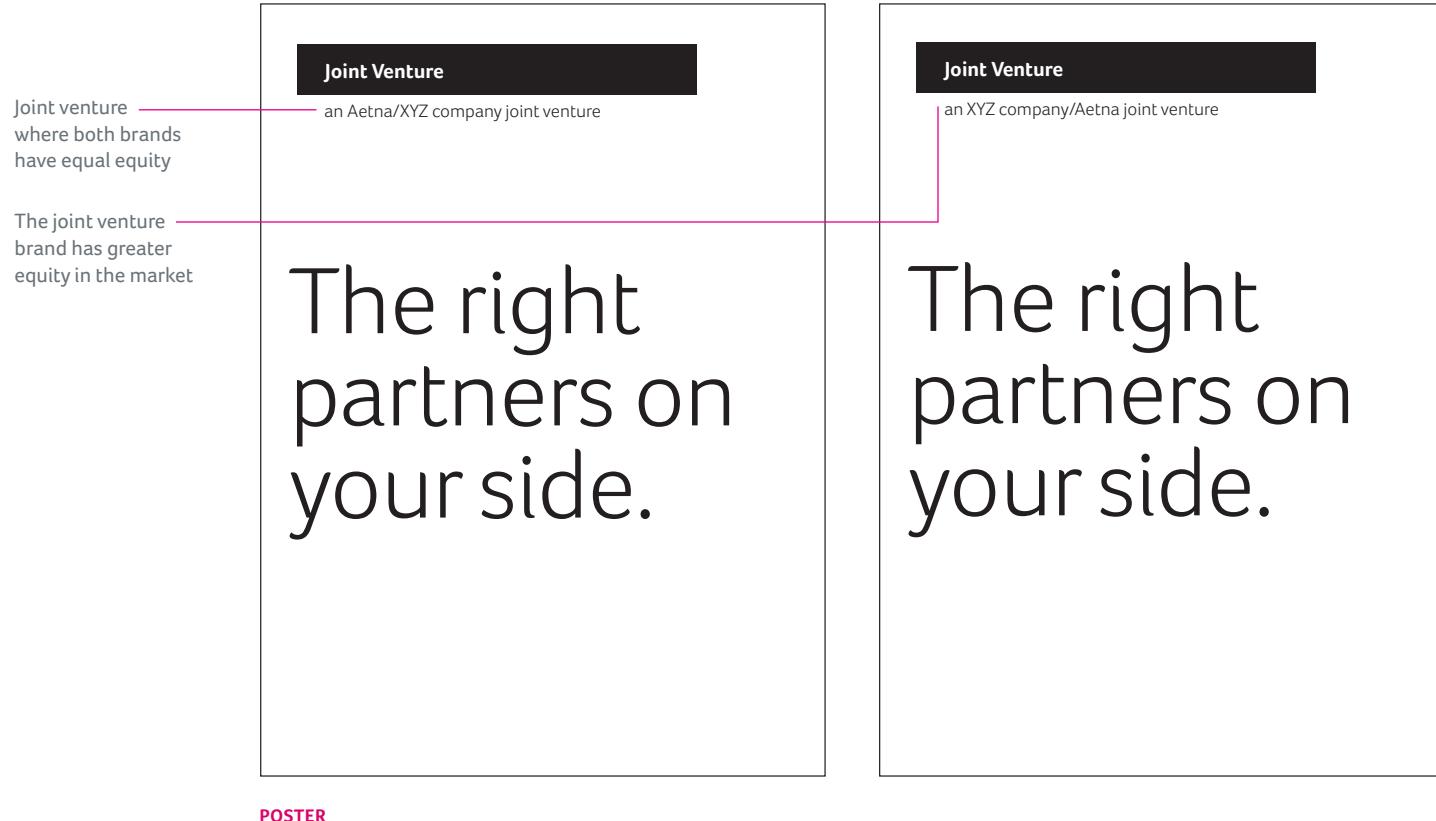


Creating a clear information hierarchy and signature system

Our brand architecture 101

Joint ventures

A joint venture is when two companies come together to create something new. This often results in a new identity that combines the brands of the two companies or uses a new name and/or identity. Employ a tiered “approach” for joint ventures to achieve business leverage. When possible, the Aetna logo should always take a prominent role in communications, unless the joint venture brand has greater established equity.



Creating a clear information hierarchy and signature system

Our brand architecture 102

Rules for application

Below is a summary, by level, of how our brand architecture is represented visually.

DESCRIPTION	RULES	EXAMPLES
Masterbrand	To protect and promote the integrity of the Aetna logo, never lock it up with an offering or competing graphic, unless otherwise stated in the guidelines.	
Organizing principles	Our organizing principles reinforce our brand strategy and help customers navigate our offerings. All offerings and businesses that are Aetna branded will use the organizing principles in communications. The organizing principles will appear in text and will not be locked up to the Aetna logo. When our organizing principles are not highlighted they should always be set in Foco Bold. They should be used whenever possible, the only exceptions occur when small spaces (i.e., member cards, banner ads, mobile, business cards, employee IDs) and radio, where space and time constraints (i.e., radio ads) prevent their communication.	Quality Health Plans & Benefits Healthier Living Financial Well-Being Intelligent Solutions
Offerings (i.e., products, plans, services, programs, features, networks, tools, platforms and suite of solutions)	There will be NO lockups or logos for any offerings (i.e., products, plans, services, networks, programs, features, tools, suite of solutions, platforms, offering categories and bundles).	Aexcel® Health Saving Account AD&D Ultra® Insurance Plan Medicare
Federal and state administered offers	For certain audiences, the Medicare and Medicaid brands are the key factors for consideration, therefore these offerings will be given more prominence.	Aetna Avenue National Accounts Care Engine® Medicaid
Legal entities	Distinct and approved legal entities, Aetna International, LLC (Aetna Global Benefits) and Aetna Capital Management do not have their own logo and are not locked up to the Aetna logo. Their select status, (i.e., Aetna International, LLC) is communicated in text and positioned at the bottom of the page, i.e., brochures, business cards, signage.	Aetna International, LLC
Internal groups, campaigns, lines of business	All internal organizational groups, campaigns and lines of business will not have their own logos or be locked up to/with the Aetna masterbrand; they will be communicated in text using initial caps (title case).	National Accounts Consulting Firm Relations
Foundation	Due to its unique tax and legal status requirements, the Aetna Foundation will have its own logo. The connection to Aetna Inc. will be communicated in text and positioned at the bottom of the page, i.e., brochures, business cards, signage.	

Creating a clear information hierarchy and signature system

Our brand architecture 103

Rules for application (continued)

DESCRIPTION	RULES	EXAMPLES
Strategic partnerships	In strategic partnership scenarios (if possible and where appropriate), the Aetna logo should always lead or be positioned with equal proportion to the partnership logo.	 Partner Logo
Ingredient branding	When determining whether or not an offer is a strategic partner or “ingredient” brand,” apply the 50/50 rule. If Aetna and the partner have a relatively balanced role, award co-brand status. If Aetna is a component (<50) of an offer, it should be communicated as an “ingredient” using the appropriate endorsement language.	Offering Name by 
Joint venture	Joint ventures may have an independent identity, but should use the following criteria when determining the correct usage of the Aetna name and the joint venture brand. 1. If possible and where appropriate, the Aetna name should always take a prominent visual stand and lead in the joint venture. 2. If Aetna partners with an organization that has greater visibility and/or equity in a given marketplace, and/or is required to do so legally or contractually, the joint venture brand should lead in communications.	Joint Venture an Aetna/XYZ company joint venture
Sub-brand	To qualify for a sub-brand with Aetna endorsement status, existing, acquired or new offerings/subsidiaries must meet the following criteria: 1. Measurable brand equity, established customer loyalty, area of expertise Aetna alone cannot credibly represent 2. Cost, operational, cultural, IT barriers that prevent immediate integration to the masterbrand	Joint Venture an XYZ company /Aetna joint venture
Standalone brand	To merit a standalone treatment, an organization, product or entity must meet the following criteria: 1. Legal, contractual, regulatory stipulations that prevent this offering as coming from Aetna 2. Competitive channel conflicts that require distancing this offering from Aetna 3. Reputational threat or business risk that requires distancing this offering from Aetna	 An Aetna Company



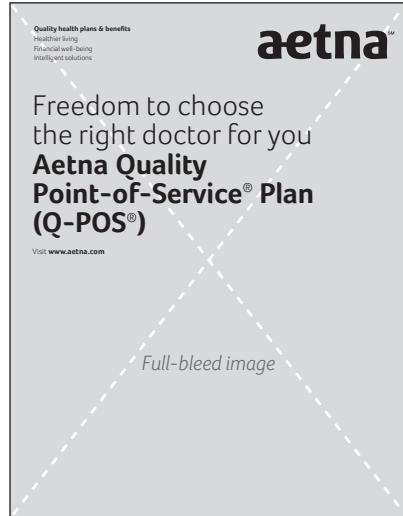
The following schematics show how the brand architecture provides a framework that can span our diverse lines of business.

Applying our brand architecture across our lines of business

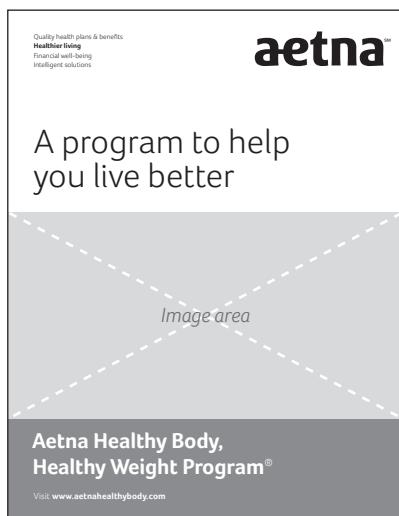
Medical

Our brand architecture 105

Products, Plans, Services



Programs



Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

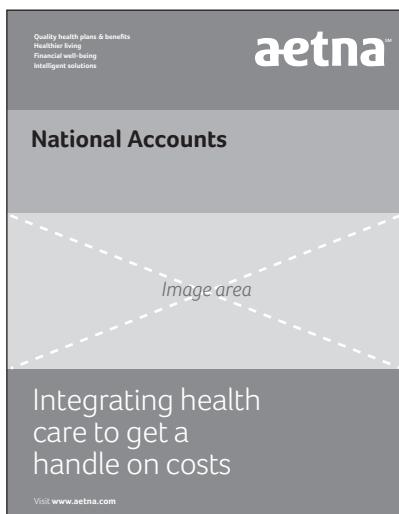
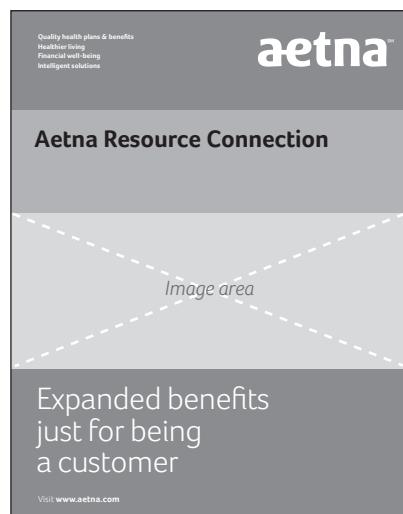
Our brand architecture 106

Medical (continued)

Tools



Suite of Solutions



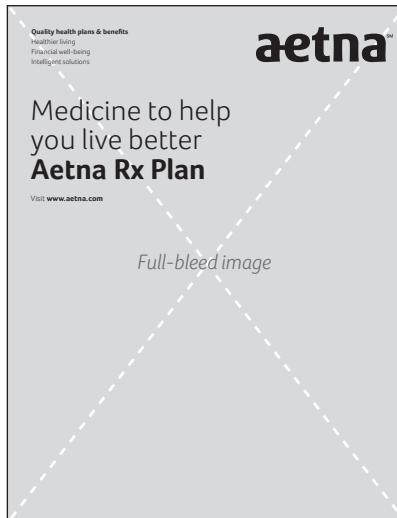
Please note:
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not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

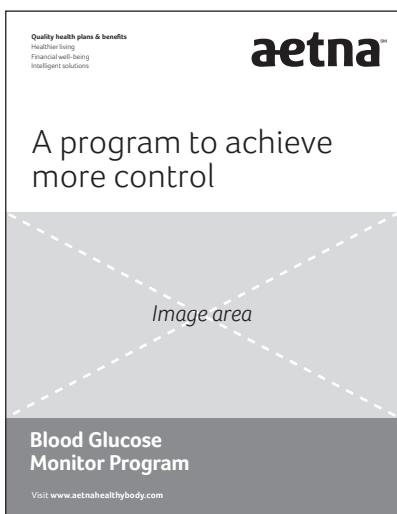
Our brand architecture 107

Pharmacy

Products, Plans, Services



Programs



Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

Our brand architecture 108

Pharmacy (continued)

Tools



Suite of Solutions



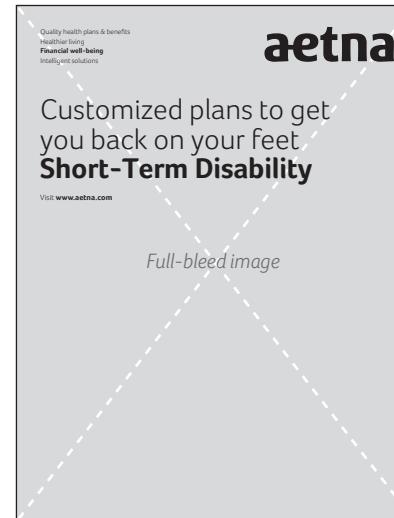
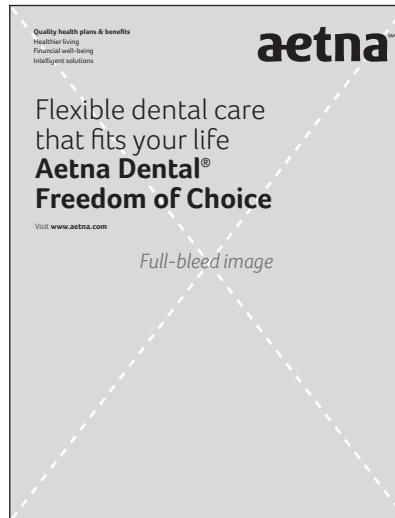
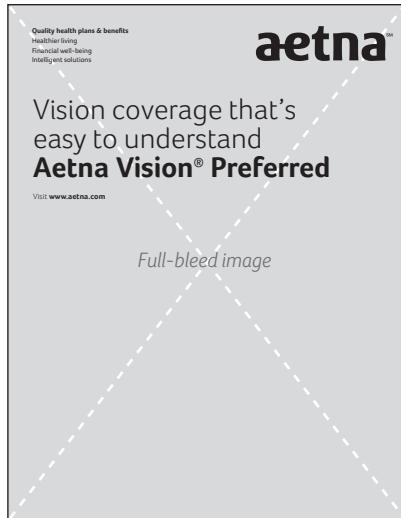
Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

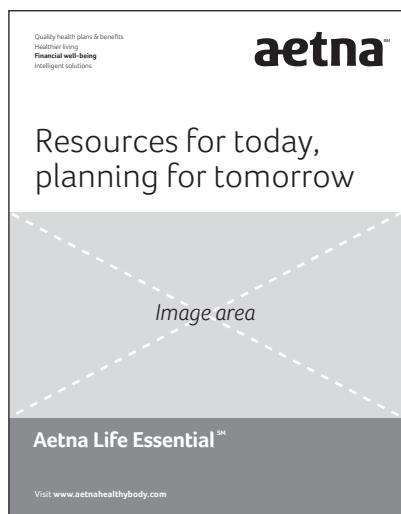
Specialty

Our brand architecture 109

Products, Plans, Services



Programs



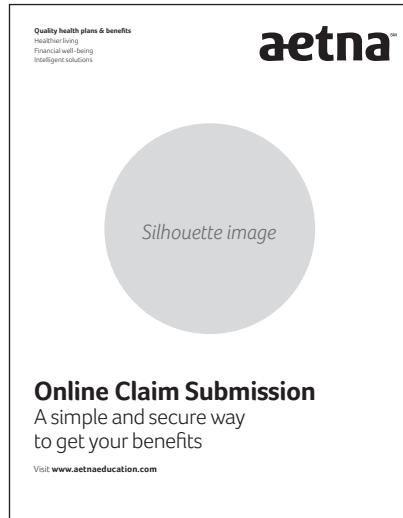
Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

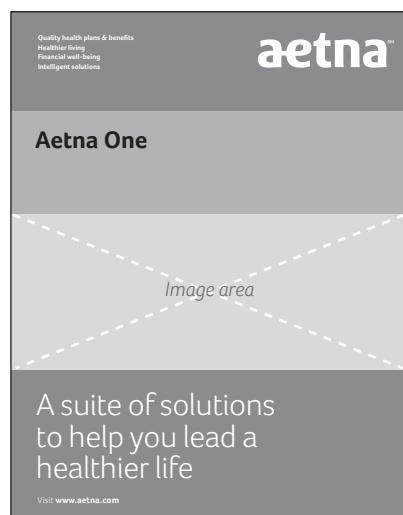
Our brand architecture 110

Specialty (continued)

Tools



Suite of Solutions



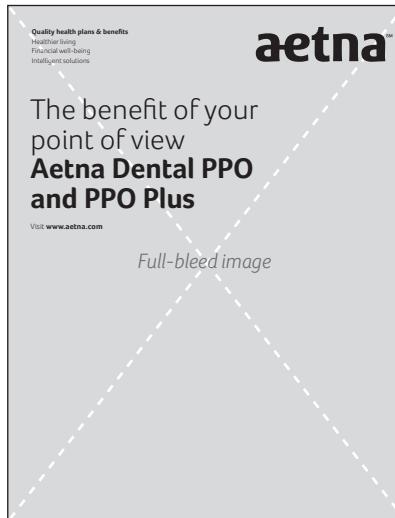
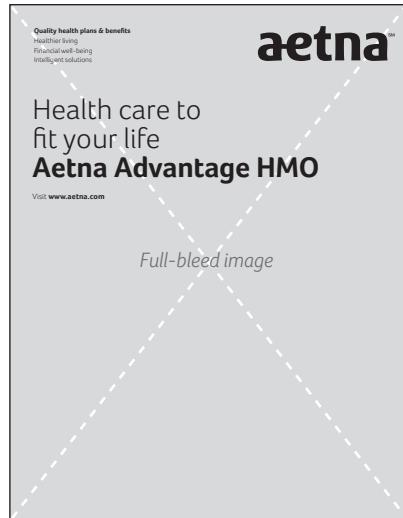
Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

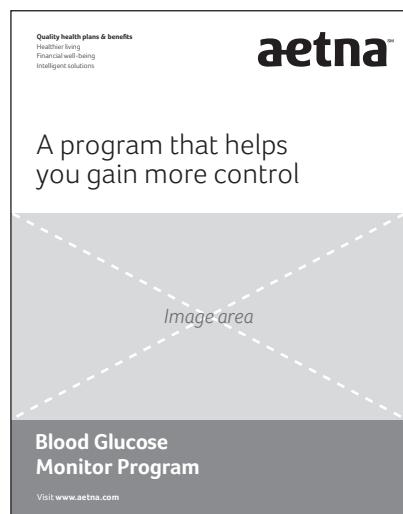
Individual

Our brand architecture 111

Products, Plans, Services



Programs



Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

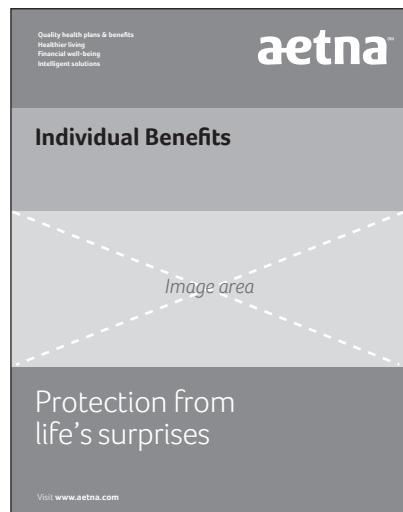
Our brand architecture 112

Individual (continued)

Tools



Suite of Solutions



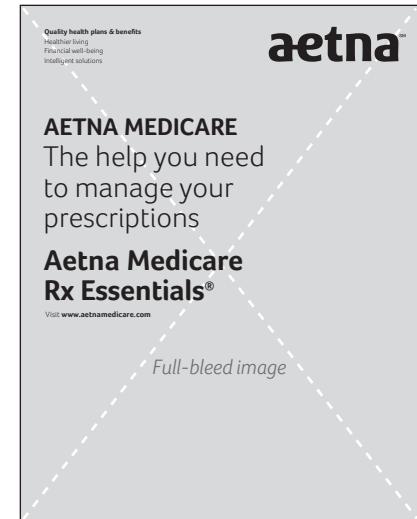
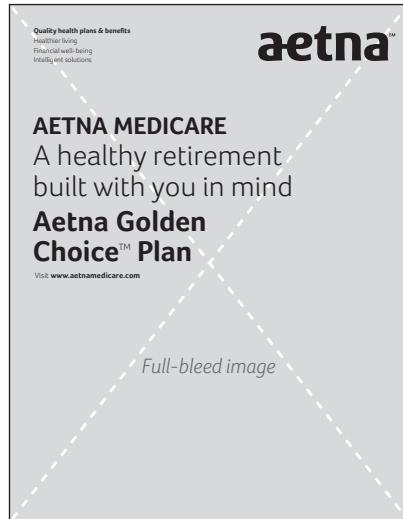
Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

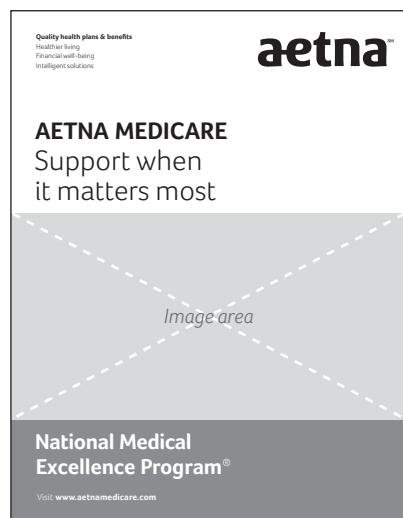
Our brand architecture 113

Federal and state administered offers

Products, Plans, Services



Programs



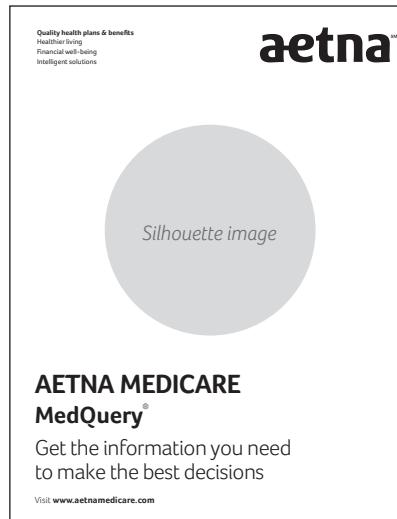
Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

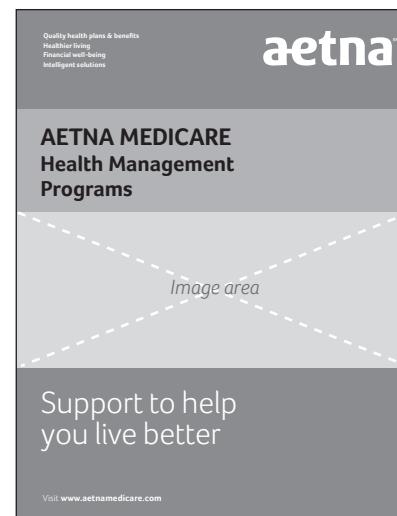
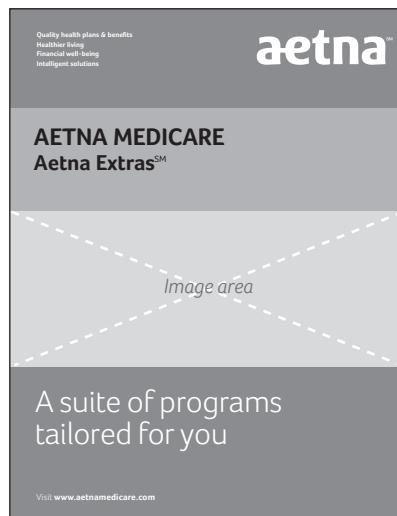
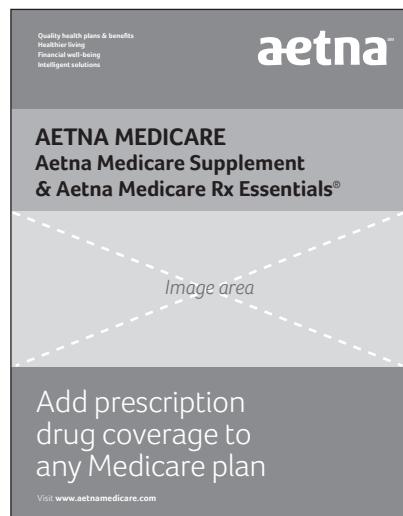
Our brand architecture 114

Federal and state administered offers (continued)

Tools



Suite of Solutions



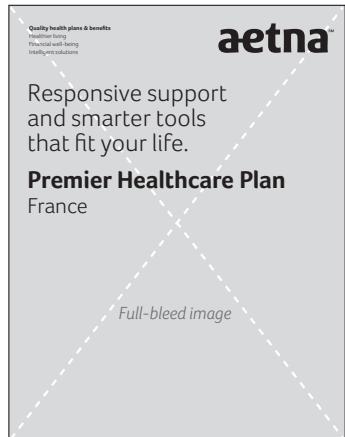
Please note:
These images are
schematics only,
not designed pieces.
Headlines are
directional.

Applying our brand architecture across our lines of business

International

Our brand architecture 115

Products, Plans, Services



Suite of Solutions



Website



Business Card



Membership Card



To help us communicate and organize our offerings more effectively, we've developed a series of decision trees.

- The first decision tree will help us make strategically sound decisions on how to name new and/or existing offerings
- The second decision tree is designed to guide the visual treatment for introducing to market and/or migrating new, existing and/or acquired offerings, subsidiaries

What is a decision tree?

A DECISION TREE IS A FRAMEWORK COMPOSED OF A SERIES OF QUESTIONS.

When the questions are answered objectively, you are led to the appropriate branding solution.

WHY DO WE USE A DECISION TREE?

This tool helps ensure that the Aetna brand is developed in a coherent and consistent manner.

WHEN DO WE USE A DECISION TREE?

For any decisions regarding how to visualize or name new and/or existing offerings, acquisitions and subsidiaries to develop and maintain brand consistency.

Naming decision tree: overview

To guide the development of names, we must establish strategic criteria to ensure that we use naming where and when appropriate. Given the complexity of health care, we should be clear and descriptive wherever possible. However, there may be instances where an expressive or evocative name may be needed to build brand awareness and preference over time.

Naming and brand architecture migration strategy

Our brand architecture 119

Decision tree for naming our offerings (including plans, programs, aids, web tools, etc.)

At Aetna we want to help drive clarity and understanding for our customers. As such, we must use descriptive names whenever possible. The decision tree below will help guide naming decisions and identify those rare instances where a descriptive name may not be appropriate.

Type of offering:

For new offerings

- Will a new name (other than the industry standard/descriptive name) help to enhance rather than complicate the offering for customers, i.e., have you conducted market research, or can you point to other evidence that shows a new name will drive customer clarity?

- Will it significantly impact their willingness to buy or ability to use the offering, i.e., have you conducted market research, or can you point to other evidence that shows a new name will drive customer clarity?

For features or extensions of existing trademarked offerings

- Is there a reason why that trademark together with an industry-standard descriptor won't adequately communicate how the current offering is enhanced?

If no

For new offerings, use the industry-standard or generic name. For features and extensions, use the existing trademark + the industry standard name.

If yes

A new name may be called for. We should strive for names that are easily understood and help customers make smart decisions.

How differentiated the offering is will help determine the right kind of name.

What kind of name?

A descriptive name

Descriptive names directly describe a characteristic of the offering, e.g., Holiday Inn is a hotel for vacationers.

In the rare instances where a descriptive name may not be possible, use the following criteria to guide naming practices:

A suggestive name

Suggestive names indirectly describe a characteristic of the offerings, e.g., "Coppertone" suggests suntan lotion.

A fanciful name

Arbitrary or fanciful names mean that it has no relationship to the underlying offering, e.g., "Kodak."

When is each appropriate?

- A descriptive name is sufficient to clarify and/or differentiate the industry-standard name
- It's not significant if competitors decide to use a similar name
- There's minimal budget available to market and/or educate this new name

- A descriptive name won't bring any further clarity to the industry-standard name
- A suggestive name is sufficient to differentiate and create interest in this offering, and to prevent competitors from using a similar name
- There's limited budget available to market and/or educate audiences about this new name

- A descriptive or suggestive name won't work because the offering is so innovative or difficult to describe in the name
- The offering is highly differentiated from the competition
- There's significant budget available to market and educate this new name
- There promises to be a significant return on branding that justifies the investment needed to develop, protect and market a fanciful name

Visual treatment: overview

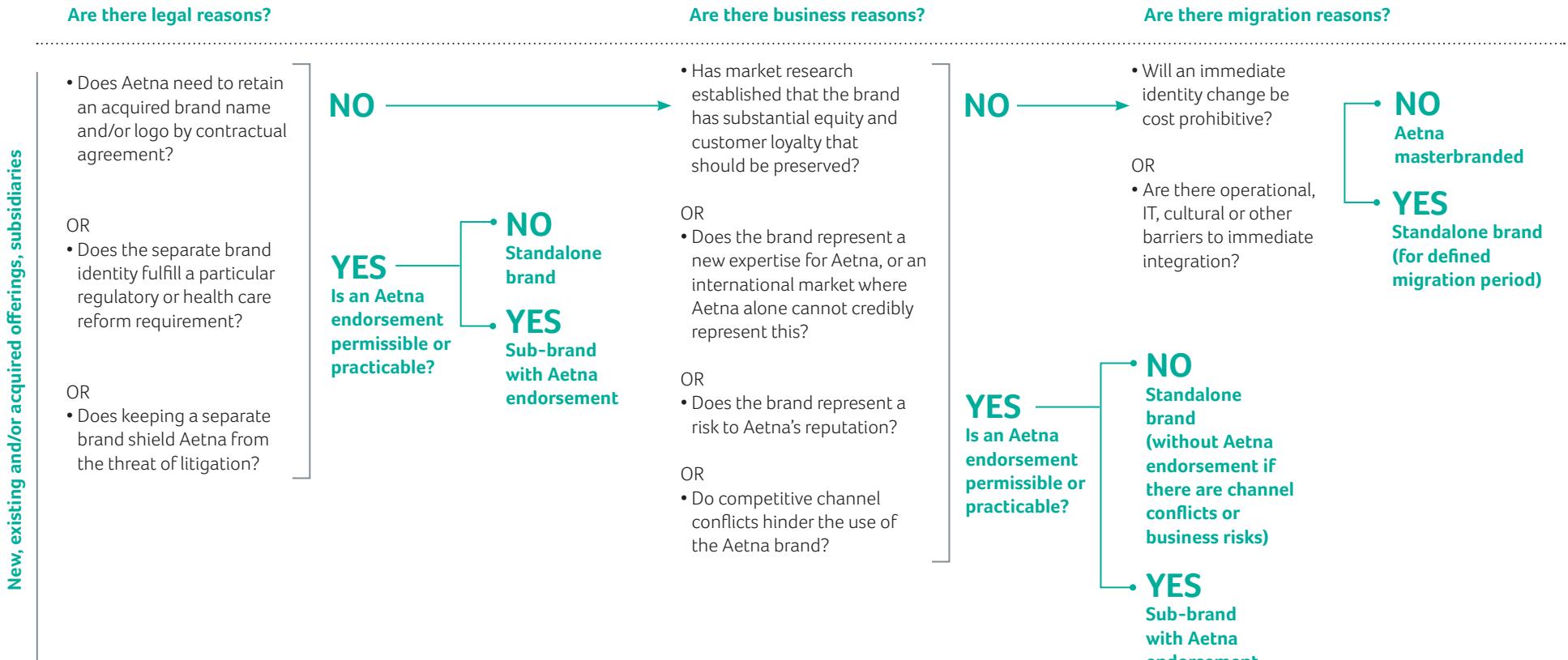
We have created a rationale to guide the decisions around the visual treatment of Aetna offerings. The following decision tree should help you determine which visual treatment is appropriate.

Naming and brand architecture migration strategy

Our brand architecture 121

Decision tree for determining masterbrand, sub-brand and/or standalone status (new, existing and/or acquired offerings, subsidiaries)

Assess whether or not existing, acquired or new offering/subsidiary merit standalone or Aetna sub-brand status by using the following strategic criteria.



Please note: Endorsements may be either verbal (i.e., tagline) or graphic (i.e., common typeface), as circumstances require.

The migration process

Migrating offerings and brands to the Aetna masterbrand can occur immediately or in five steps across a specific migration period.

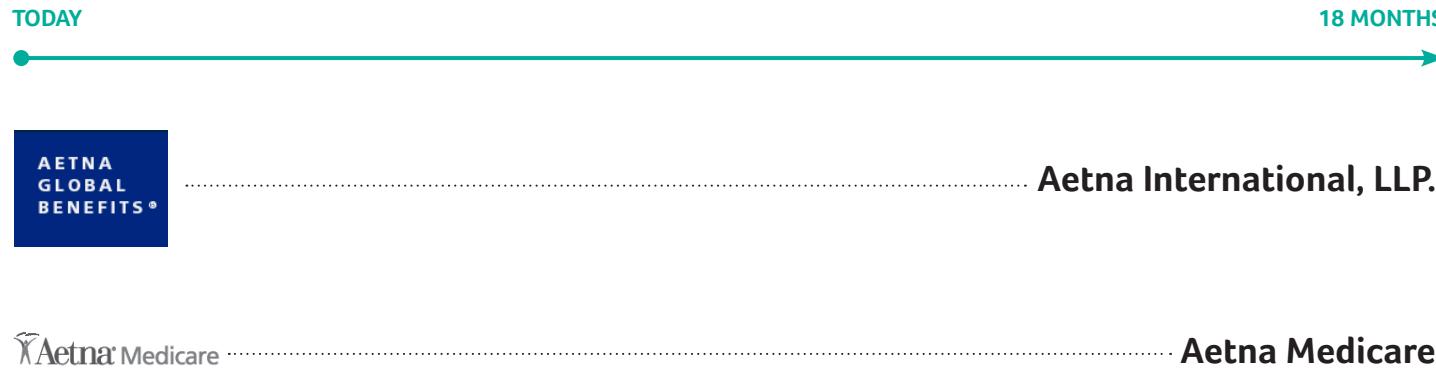
- 1 When assessing the most appropriate migration strategy, conduct benchmark market research on the equity of the existing, new or acquired brands/offerings.
- 2 If research reveals the offering/brand has more equity than Aetna in its target market, then the offering/brand should first be endorsed.
- 3 Once endorsed, we should use marketing and communications to educate audiences about the relationship of the offering/brand to Aetna.
- 4 After approximately 12–18 months, conduct a second round of research to measure the awareness of the relationship to Aetna.
- 5 If customers determine the new, existing or acquired brand/offering has permission to be branded under Aetna, finish migrating to the masterbrand.

Unless an acquisition has been purchased with the specific intent of retaining it as a standalone brand, it should be rolled up within 12–18 months after the acquisition is complete. An example of this is the Goodhealth Worldwide brand, which had a two-step migration process—first to Aetna Global Benefits and then, finally, to Aetna International, LLP.

Migration timing

When brand equity and costs are not an issue, 12–18 months is a reasonable time for a brand to be converted to Aetna. This allows enough time to fulfill necessary legal and regulatory requirements, change stationery and vital communications items, and properly prepare investor relations tactics.

SAMPLE MIGRATION:



BRAND ARCHITECTURE

A communications strategy and system that enables a company to present its lines of business, offerings and affiliations in a way that is clear, compelling and strategically appropriate for customers and external stakeholders.

INFORMATION HIERARCHY

An ordered and prioritized approach for presenting information in communications. A company's information hierarchy seeks to provide consistency throughout the company and make information more understandable for customers.

PORTFOLIO

The collection of businesses, offerings and solutions that make up a company.

MASTERBRAND

A brand architecture strategy that emphasizes the use of the corporate brand identity as the umbrella for lines of business and offerings. Resulting in a more unified go-to-market strategy, often accomplished by discouraging fewer proprietary names and graphics within the portfolio.

ORGANIZING PRINCIPLE

A framework for identifying and emphasizing the company's core capabilities, and for organizing the offerings that comprise those capabilities. The organizing principle helps to reinforce the corporate brand and its promise.

STRATEGIC PARTNERSHIP

A strategic and formal partnership between two or more companies in order to achieve a common goal. The offering balances equity from both brands.

INGREDIENT BRAND

Ingredient branding occurs when another company uses another company's (e.g., Aetna) products or services as part of its own offering.

JOINT VENTURE

When two or more companies form a joint venture in order to perform a specific business task or provide an offering. A joint venture often results in a new identity that combines the names of the two companies or uses a new name and/or identity.

SUB-BRAND

An offering that is connected through different endorsements (i.e., writing, imagery, typography, color treatment, look and feel) to the masterbrand.

STANDALONE BRAND

A brand that lives on its own without an overt relationship to the masterbrand and creates its own identity.

Templates

Using the templates

126

A guide to designing and producing

A suite of [ready-to-use electronic templates](#) has been created to design and produce collateral that is cohesive and fully on-brand. A grid, placed logo, type style sheets, placeholders for secondary graphics, as well as placeholder type, are all included. The collateral templates have been created in Adobe InDesign CS4 and saved down to InDesign Exchange .inx for earlier versions.

MASTER PAGES

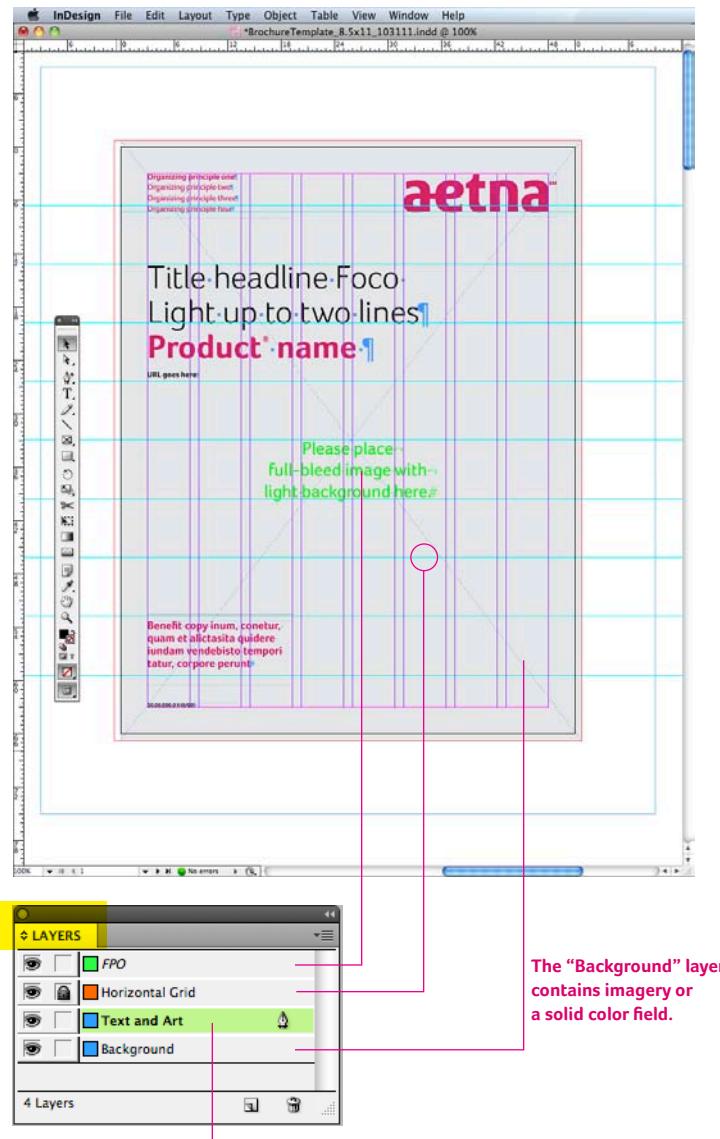
All templates have master pages to ensure consistency in the grid and placement of elements.

LAYERS PALETTE

The layers palette contains separate layers for the horizontal grid, the background (which may be imagery or a solid color field), and a text and art layer to hold all non-image content. The “FPO” layer is non-printing and helps the designer in placing imagery.

TYPE STYLE SHEETS

When you open a template, you'll see a variety of document pages with placeholder text. Please use the paragraph and character style palettes to create communications pieces. These are powerful tools with detailed styles and are keyed to the examples on the following pages. Type style sheets assist the end user in using the type hierarchy correctly and maintain a consistent look across the collateral system.



The “Text and Art” layer contains the Aetna logo, organizing principles and all type.

The image shows three panels of the Adobe InDesign interface. The top-left panel is the "PARAGRAPH STYLES" palette, which includes sections for "Common Styles" (with sub-options like "Organizing Principles One Color" and "Organizing Principles White"), "Covers", "Interior Spread With Headline & Intro", and "Flyer Back". The top-right panel is the "CHARACTER STYLES" palette, listing options such as "Light", "Bold", "Secondary Color", and "One Color Bold Headline/Superior Register Mark". The bottom panel is the "PAGES" palette, showing a list of page and spread styles: "A-Full Bleed Front/One Color Back", "B-Silo Cover/White Back", "C-Divided Cover/White Back", "D-Interior Spread With Head & Intro", "E-Case study/chart page", and "SubSubhead". A pink callout box points to the "Covers" section in the Paragraph Styles palette with the text: "The paragraph styles palette contains common styles that are used throughout the piece and folders holding styles for particular pages. Character styles enable you to apply localized formatting within a paragraph (e.g., bold, white, italicic)." Another pink callout box points to the "Interior Spread With Headline & Intro" section in the Paragraph Styles palette with the text: "Front cover Master Page A is shown at left." A pink callout box points to the "Covers" section in the Character Styles palette with the text: "Character styles enable you to apply localized formatting within a paragraph (e.g., bold, white, italicic)."

Front cover Master Page A is shown at left.

[DOWNLOAD DESIGN TEMPLATES](#)

Using the templates

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Some detailed guidelines

When developing a communications piece, please refer to the Visual Identity and Brand Architecture sections of these guidelines.

USING COLOR

Aetna Cranberry is the default color for colored text and backgrounds. It is always best, however, to coordinate your approach and choose a color from our color palette that works in concert with the layout.

Black is the default color for body content for all collateral pieces. Text that is black in the templates must remain black in the design.

You may use a maximum of two colors on a page. Please refer to page 33 (Layout and Color Usage) for guidance in choosing color pairings.

TYPESETTING

All text is set to flush left and run ragged right. Do not break words in titles or headlines and minimize hyphenation in body text. A lively ragged right edge is considered desirable.

The brochure cover's title headline can be typeset in a specific range of point sizes, which is left to the designer's discretion based on the layout.

For bold, italic and other type styles, use the appropriate character style as called for in context.

Use the "bullet list" type style for bulleted text and typeset the bullet followed by a tab. All subsequent lines will then fall into alignment with the first line. Use the "list" type style for lists that are neither numbered or bulleted. The "numbered list" type style is used with a tab between the period and the first word. Use the "numbered list-2 digit" type style when two digits are required, and indent by putting a tab before the number.

To add a TM or SM symbol, type a TM or SM and use the superior function (character > superscript) to create both marks. *Do not use the TM symbol as provided from the foundry.* Similarly, use the same superscript function to type the registered ® symbol (Option+R) to make the ® mark.

IMAGERY

Imagery must support the message of our communications, and our visual system offers substantial flexibility in the way we use full-bleed and silhouetted images as focal points on cover or text pages.

The exhibits shown throughout this guidelines document reflect correct imagery usage and placement in the layouts.

FIXED AND VARIABLE ELEMENTS

While our system is flexible, some graphic elements are fixed and must not be altered. These include the size of our corporate logo and the placement of our Organizing Principles (see the Brand Architecture guidelines section).

The elements that may be varied include the position of the logo and the way imagery breaks up the page in the "divided cover" option.

Note that our logo comes in two versions. One is the "regular print usage" logo, which fits most applications where the logo is 0.5" or greater in height.

Use the "small print usage and digital" logo in instances where the size of the logo is less than 0.5" in height in print or in any digital applications.

For more information, refer to page 15 to choose the correct logo.

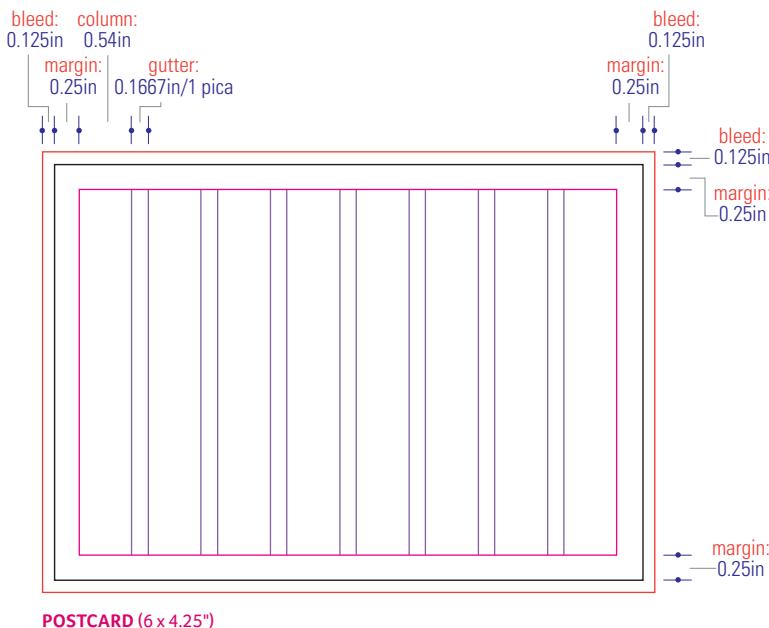
[DOWNLOAD DESIGN TEMPLATES](#)

The layout grids for collateral

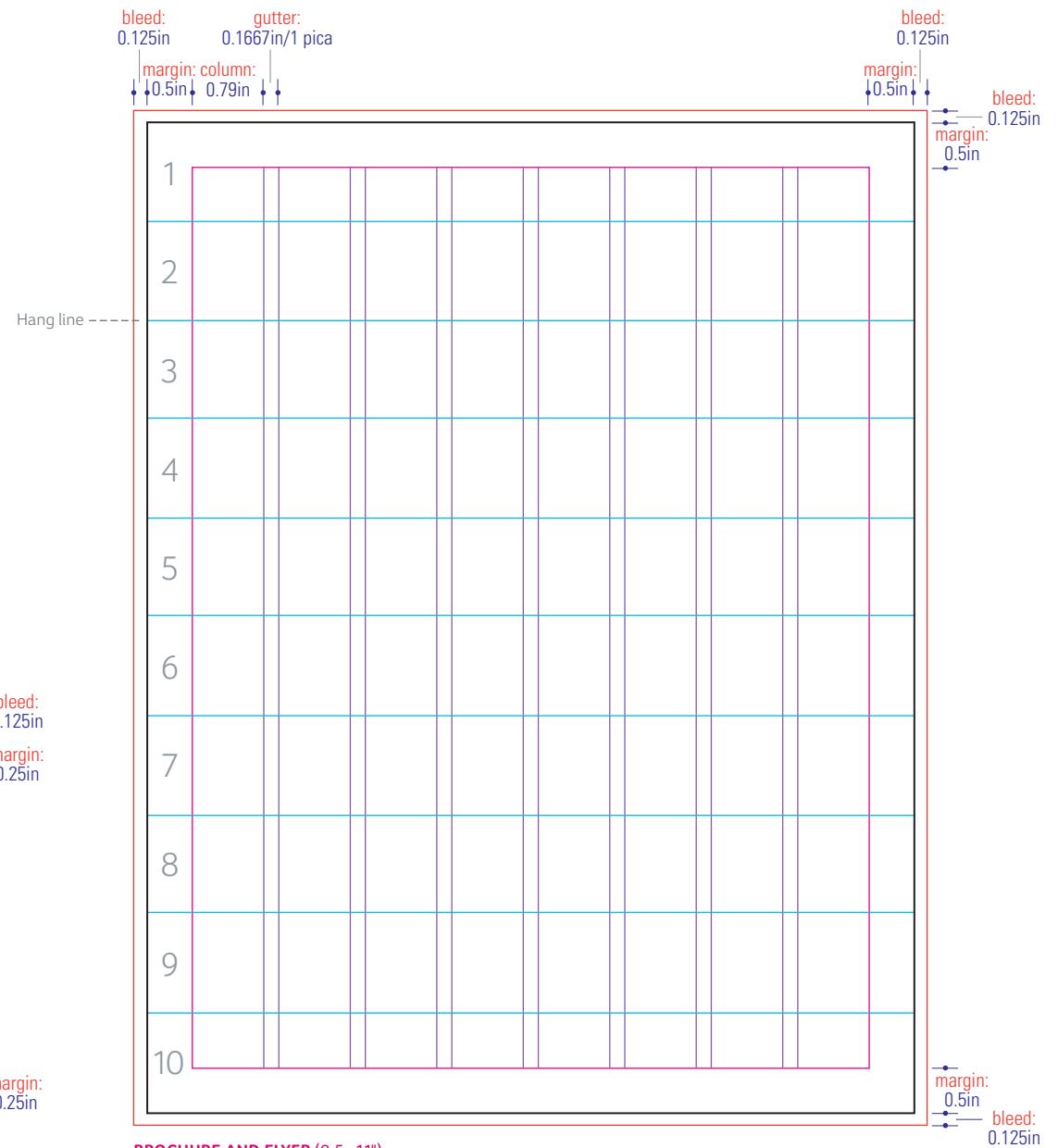
Specifications

The page grid provides a structural framework for the graphic elements of your layout. The grid has a 0.5" margin around the live text area, which is subdivided into 8 columns with a one-pica gutter between each column.

For the brochure and flyer, there is a secondary horizontal grid that divides the page into 10 equal units. This grid is useful for placing graphics and text.



POSTCARD (6 x 4.25")



BROCHURE AND FLYER (8.5 x 11")

[DOWNLOAD DESIGN TEMPLATES](#)

Front page specifications

Size: 8.5 x11"
8-column vertical grid
10-unit horizontal grid

ARTWORK IMAGERY

Imagery supports the message and bleeds off the page on the right side and bottom. Imagery should be cropped so that it fills the bottom six grid units.

LOGO (masterbrand)

Regular print usage logo, 3 columns wide; the SM mark hangs outside the gridline in the margin. The logo baseline will fall below the horizontal section gridline.

STYLE SHEETS

ORGANIZING PRINCIPLES

Foco Regular with Bold 11/14.5pt; type color matches the logo. The principles are always in the same order with the line that describes the messaging and product name in bold.

HEADLINE

Foco Light (black type) with product, program or tool name in Bold (colored type) 25/27pt; the ® symbol is created with the character style “Bold Headline/Superior Register Mark.” The headline hangs from the horizontal gridline and can be up to two lines long.

PRODUCT, PROGRAM OR TOOL

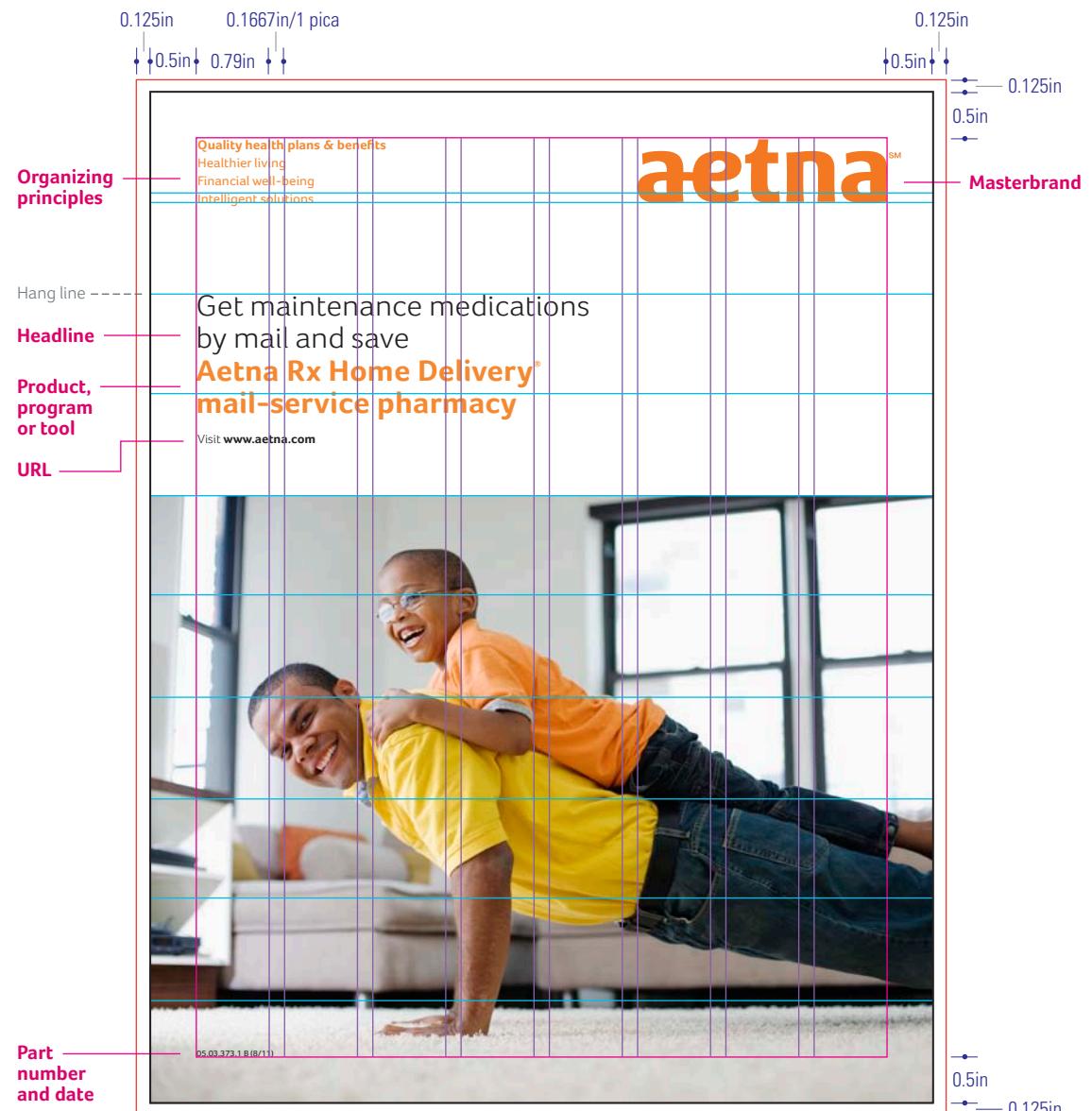
Foco Bold 25/27pt; type color matches the logo.

URL

Foco Light (the word Visit) with Bold (the URL) 10.5 pt with 24pts space, measured baseline to baseline, between the headline and the URL.

PART NUMBER AND DATE

Foco Regular 7/8pt; black, or white on a dark image.



[DOWNLOAD DESIGN TEMPLATES](#)

Back page specifications

Size: 8.5 x11"
8-column vertical grid
10-unit horizontal grid

ARTWORK

LOGO (masterbrand)

Small print and digital usage version, 2 columns wide; the logo sits on the bottom margin and the SM mark hangs in the margin.

STYLE SHEETS

COLOR SUBHEAD

Foco Bold all caps with small caps as needed 10.5/13pt; colored type

BODY COPY

Foco Light with Light Italic and Bold 10.5/13pt; black. Leave no additional space between the heading and the first paragraph. Use one line space (13pts) between paragraphs.

LIST

Foco Bold 10.5/13pt

BULLET LIST

Foco Light 10.5/13pt. Set a bullet plus a tab; all subsequent lines align with the first character after the tab.

NUMBERED LIST

Foco Light 10.5/13pt. Use the "numbered list" type style. When the list includes two-digit numbers, set a tab before the first number to align all numbers on the period.

SUB-SUBHEAD

Foco Bold 10.5/13pt; black

CALLOUT

Foco Light with the URL in Bold 18/20pt; color. One line space (20 pts) between paragraphs.

DISCLAIMER AND LEGAL COPY

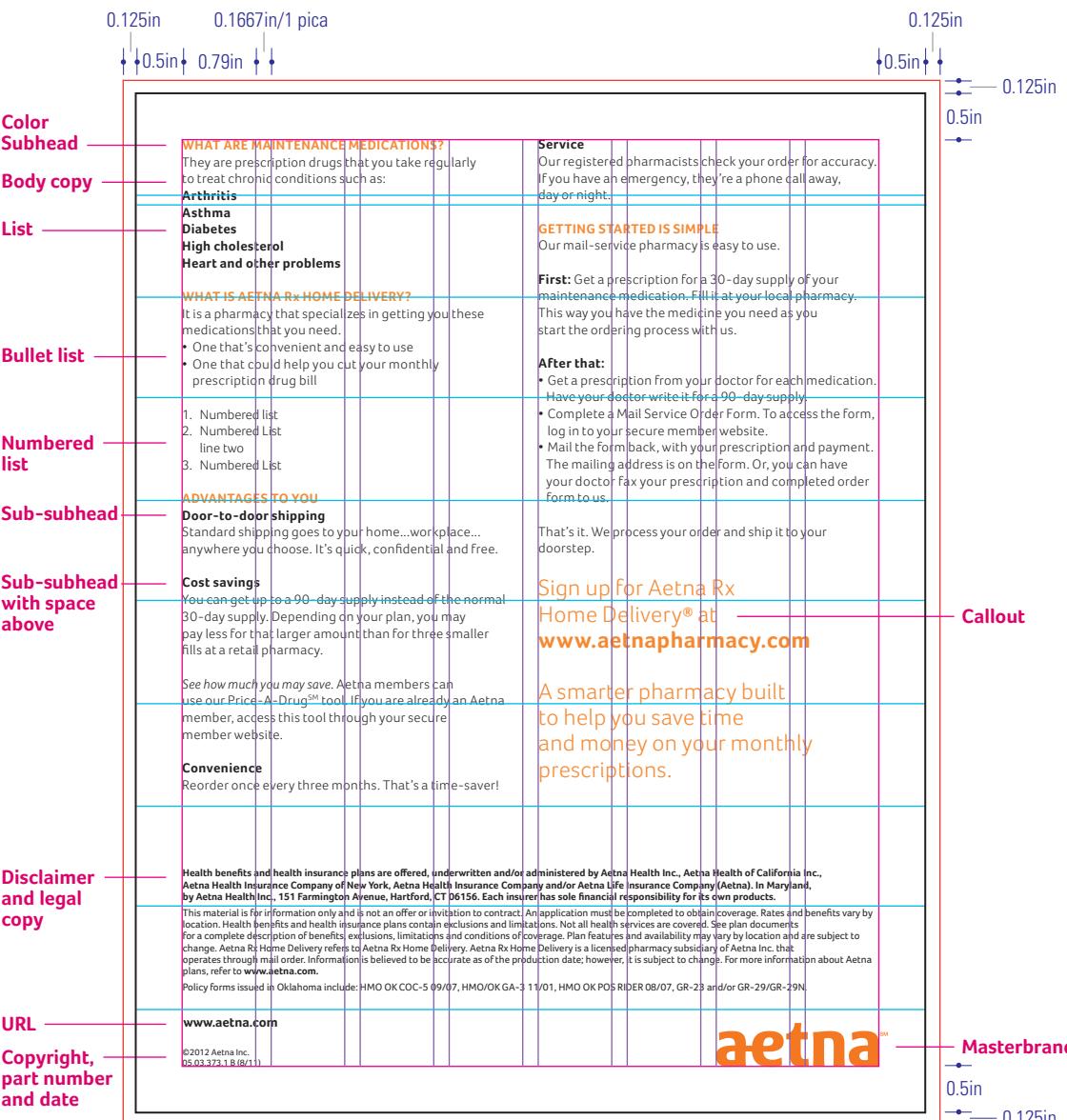
Foco Regular with Bold 8/9pt; black. Leave 3.5pts space between paragraphs.

URL

Foco Bold 10.5/13pt

COPYRIGHT, PART NUMBER AND DATE

Foco Regular 7/8pt; black. The copyright is on the line above the part number and date.



[DOWNLOAD DESIGN TEMPLATES](#)

Brochure

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Specifications for front covers with full-bleed and silhouetted photos

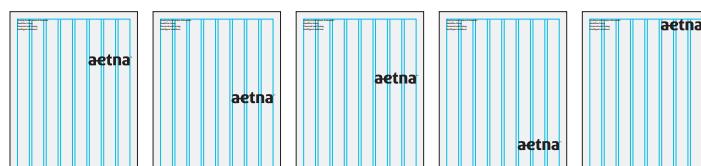
Size (Folded): 8.5x11"
8-column vertical grid
10-unit horizontal grid

ARTWORK
IMAGERY
Imagery supports the message and bleeds off the page on all sides. Imagery with a light background is recommended for sufficient contrast with the color type.

LOGO (masterbrand)
Regular print usage version, 3 columns wide; the SM mark hangs outside the gridline in the margin. The logo baseline will fall below the horizontal section gridline.



Alternate brochure front cover layout with a silhouetted photo.



The logo can move along the right margin and should be placed in the most prominent place where imagery does not interfere with it. Refer to page 29 for more guidance.

STYLE SHEETS

ORGANIZING PRINCIPLES

Foco Regular with Bold
11/14.5pt; color

HEADLINE WITH PRODUCT/PROGRAM/TOOL NAME

Foco Light (black type) with Foco Bold (colored type) 40/42pt, 42/44pt, 45/47pt or 48/50pt. Each point size is grouped in a labeled style folder. Preferred width: 5.5 columns or less; maximum width is 7 columns. Headline hangs from the second gridline and can be up to two lines long. The ® symbol is created with the character style "One Color Bold Headline/Superior Register Mark."

URL

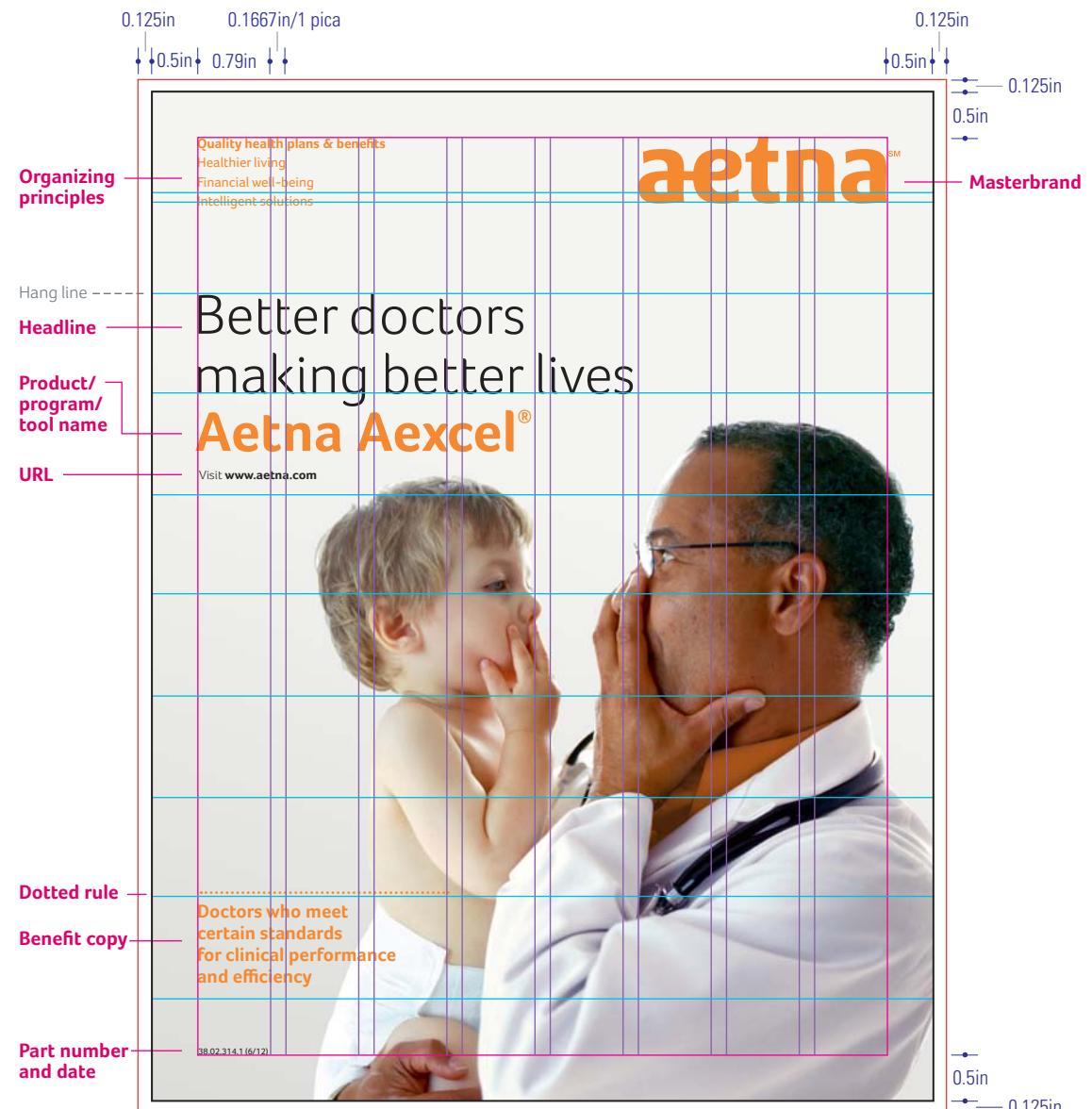
Foco Light with Bold (URL); 10.5pt with 26pts space measured baseline to baseline, between the product/program/tool name and the URL.

BENEFIT COPY WITH DOTTED RULE (optional)

Foco Bold 15/17pt (colored type); maximum width, 3 columns. Dotted rule, 1.5pt, same color as the benefit copy beneath it.

PART NUMBER AND DATE

Foco Regular 7/8 pt, black



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Brochure

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Specifications for divided page front covers

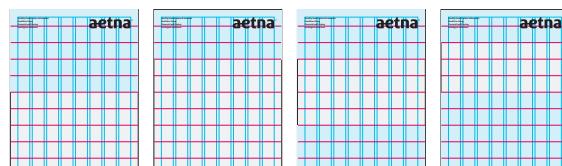
Size (folded): 8.5x11"
8-column vertical grid
10-unit horizontal grid

ARTWORK
IMAGERY
Imagery supports the message, bleeds off the page, the sides and crops to a horizontal gridline.

LOGO (masterbrand)
Regular print usage version, 3 columns wide; the SM mark hangs outside the gridline in the margin. The logo baseline will fall below the horizontal section gridline.

STYLE SHEETS
ORGANIZING PRINCIPLES
Foco Regular with Bold
11/14.5pt; white or color.

HEADLINE
Foco Light 40/42pt, 42/44pt, 45/47pt or 48/50pt. Preferred width: 5.5 columns or less; maximum width is 7 columns. Headline hangs from a horizontal gridline and is up to two lines long.



Use the divided page layout to accommodate text when it is difficult to lay text over an image or for large amounts of text. Refer to page 30 for more guidance.

BENEFIT COPY WITH DOTTED RULE (optional)

Foco Light 15/17pt with 9pts visual space between the headline and the dotted rule above the benefit copy. The type weight and color coordinate with the imagery. Dotted rule is 1.5pt, same color as the benefit copy beneath it.

PRODUCT/PROGRAM/TOOL NAME

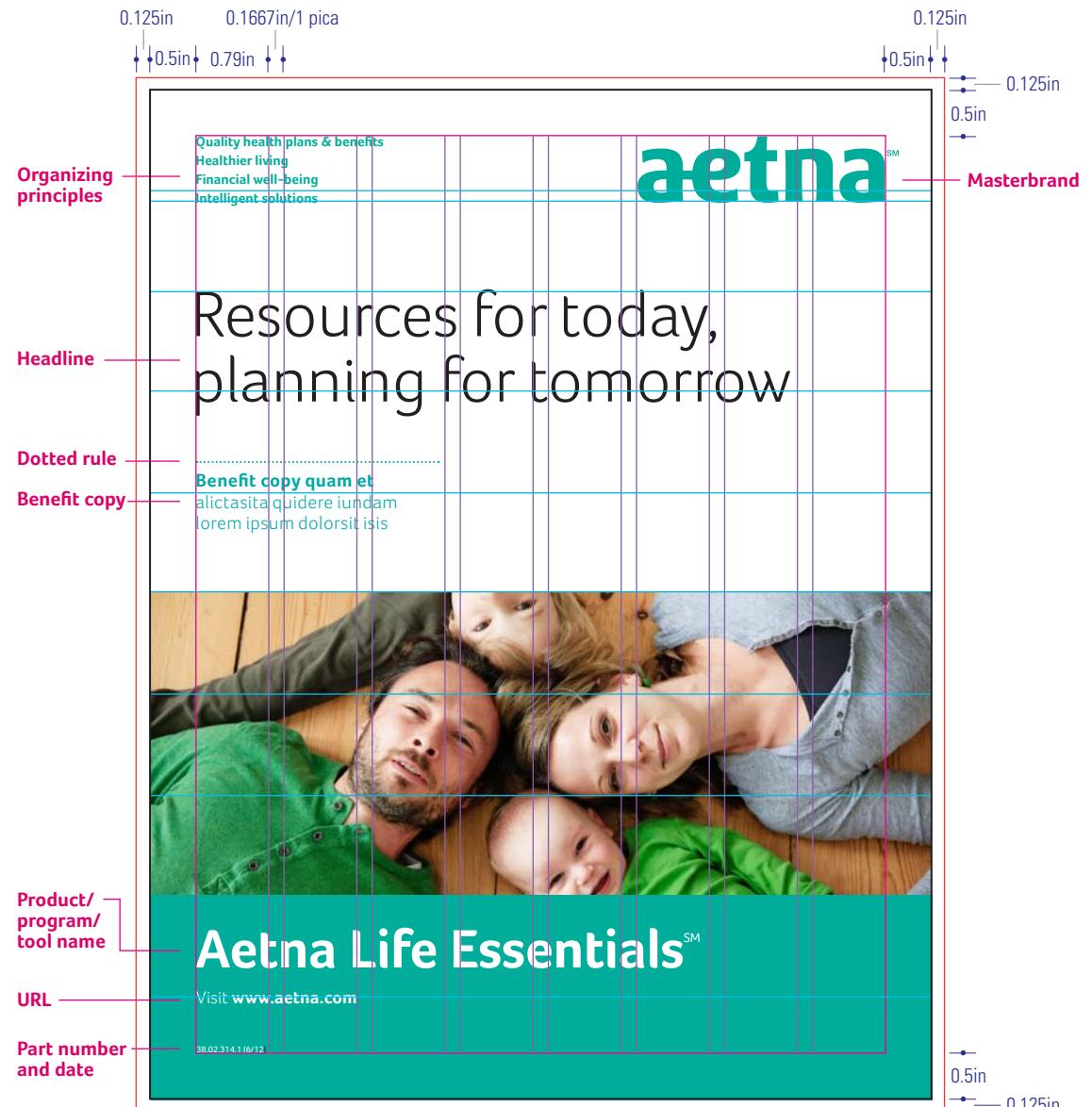
Foco Bold (white type) 40/42pt, 42/44pt, 45/47pt or 48/50pt (point size matches the headline). The ® symbol is created with the character style “[point size] One Color Bold Headline/Superior Register Mark.”

URL

Foco Light with Bold (URL); 10.5pt with 26pts space measured baseline to baseline, between the product/program/tool name and the URL.

PART NUMBER AND DATE

Foco Regular 7pt; color or white when reversed out of a background color.



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Brochure

Inside spread page specifications

Size (Folded): 8.5x11"
8-column vertical grid
10-unit horizontal grid

ARTWORK

OPTIONAL IMAGERY

Silhouetted and must support the message.

STYLE SHEETS

SPREAD HEADLINE

Foco Bold 37/40pt; maximum width is 7 columns.

INTRODUCTION

Foco Light 37/40pt; maximum width is 7 columns.

LEGAL COPY

Foco Regular 8/9pt; use the appropriate "Legal..." character style. Leave 3.5pts space between the paragraph and the contact information beneath it.



INTERIOR SPREAD EXAMPLE

CONTACT INFORMATION

Foco Regular 8/9pt; one line space before.

The page background is one color, full bleed.

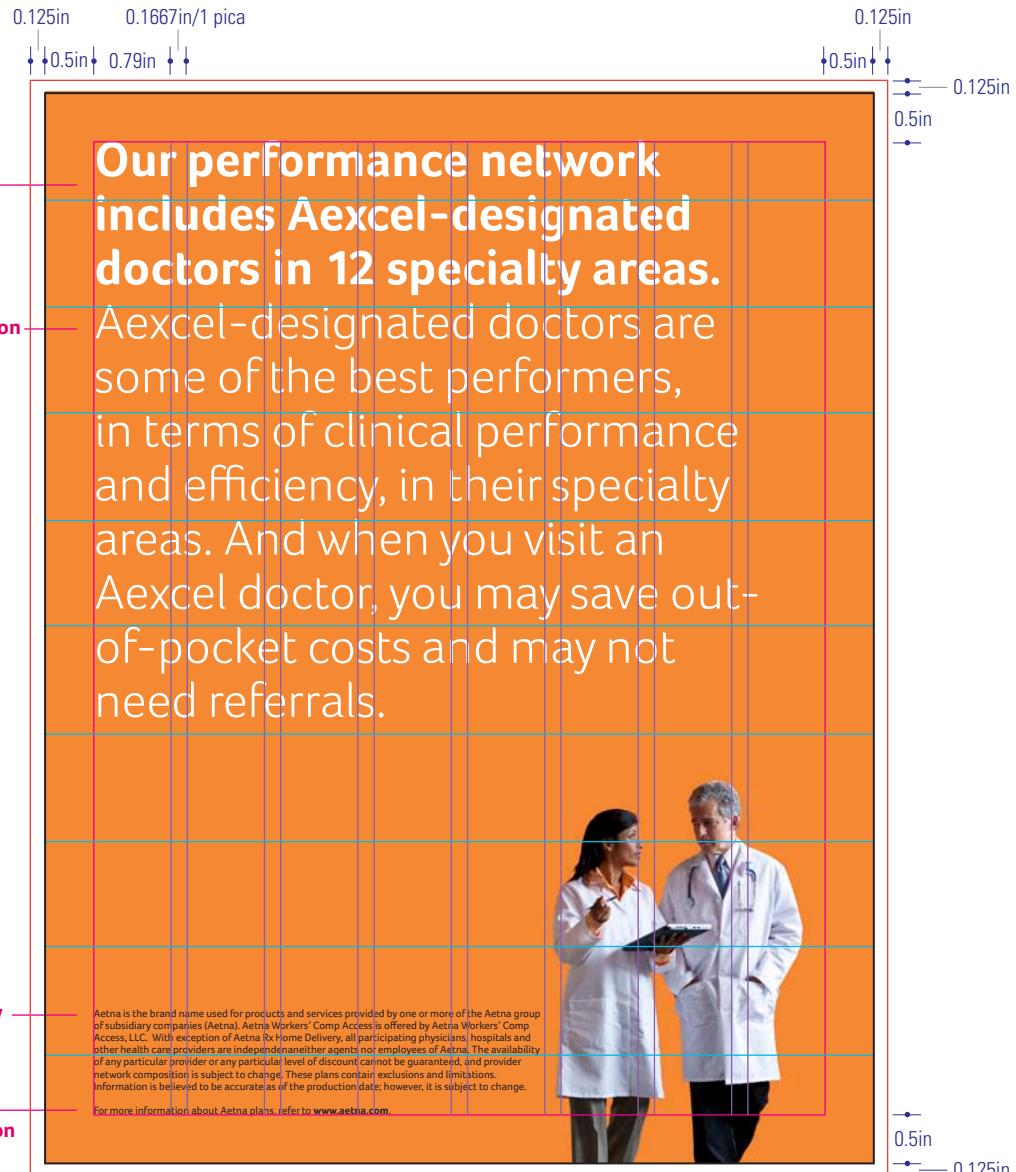
For brochures less than six pages, this page is optional and should be used only when the copy allows for it. For brochures with more than six pages, use this page at least once and more often as copy permits.

Spread headline

Introduction

Legal copy

Contact information



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Brochure

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Inside spread page specifications (continued)

Size (Folded): 8.5x11"
8-column vertical grid
10-unit horizontal grid

STYLE SHEETS

INTERIOR HEADLINE

Foco Bold (colored type) 22/24pt; create the ® symbol with the character style “Interior Headline/Subhead Register Mark.”

INTERIOR SUBHEAD

Foco Light 22/24pt; same color as the interior headline

COLOR SUBHEAD

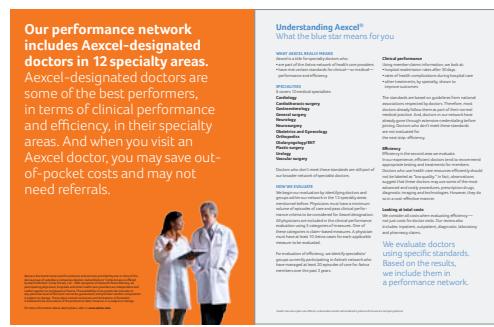
Foco Bold 10.5/13pt; all caps

BODY COPY

Foco Light with Light Italic and Bold 10.5/13pt; black. One line space (13 pts) between paragraphs; no extra space between the subhead and the body copy.

BULLET LIST

Foco Light 10.5/13pt. Set a bullet plus a tab; all subsequent lines align with the first character after the tab.



INTERIOR SPREAD EXAMPLE

NUMBERED LIST

Foco Light 10.5/13pt. Use the “numbered list” type style. When the list includes two-digit numbers, set a tab before the first number to align all numbers on the period.

LIST

Foco Bold 10.5/13pt; black

SUB-SUBHEAD

Foco Bold 10.5/13pt; black

COPYRIGHT

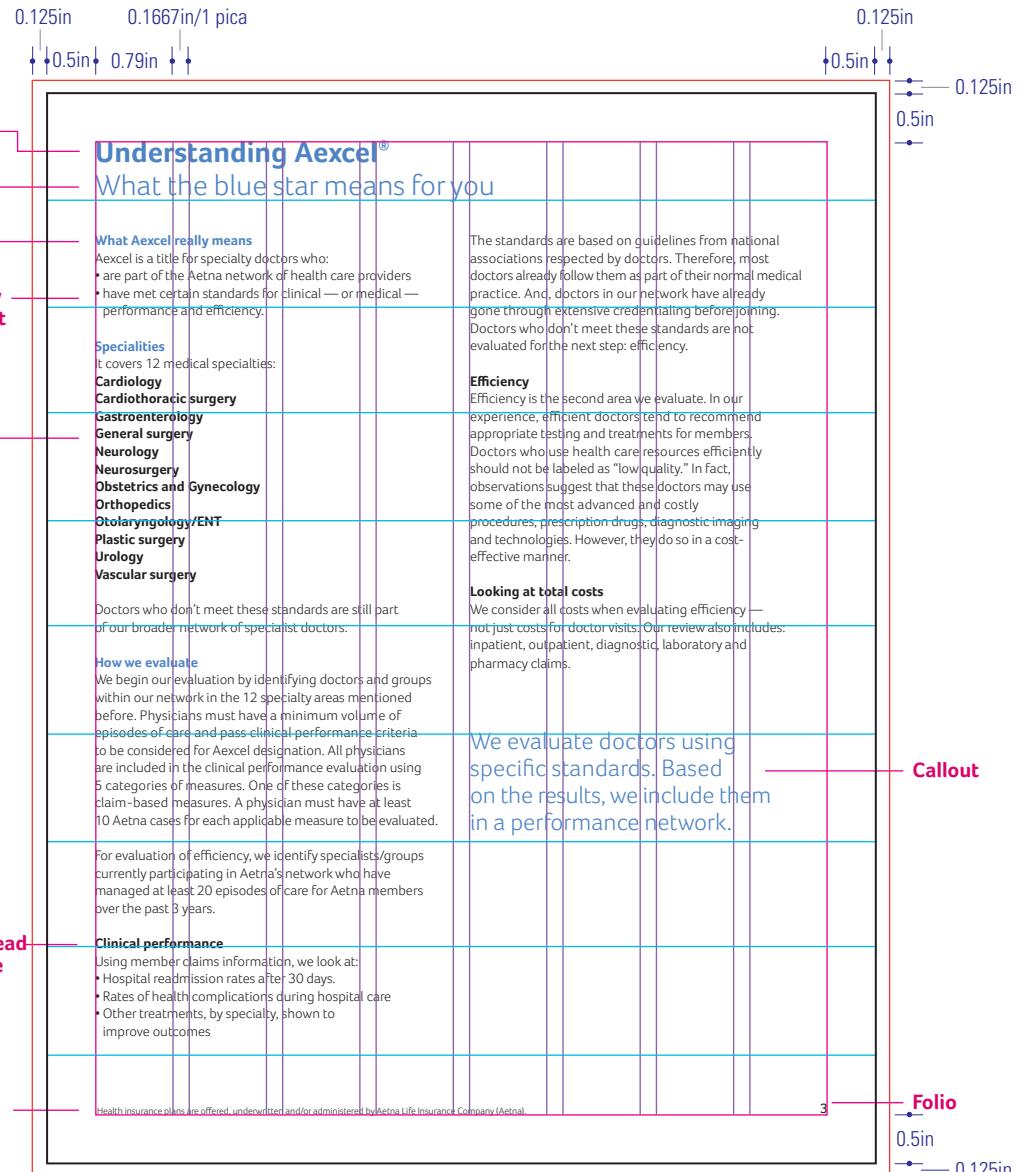
Foco Regular 7/8pt; black

CALLOUT

Foco Light with the URL in Bold 18/20pt; color. One line space (20 pts) between paragraphs.

FOLIO

Foco Regular 10.5pt; black



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Brochure

135

Inside spread page case study specifications

Size (folded): 8.5x11"
8-column vertical grid
10-unit horizontal grid

ARTWORK IMAGERY

Bleeds off the top and trim side of the page and extends to the gutter. Imagery is cropped along the fifth horizontal gridline.

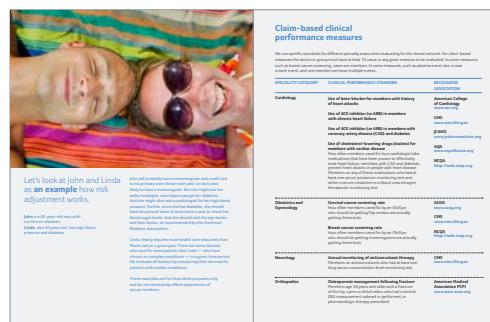
STYLE SHEETS

CASE STUDY HEADLINE

Use the Interior Subhead style sheet: Foco Light with Bold 22/24pt; maximum width is 3.5 columns; space after is 24pts.

INTRODUCTORY CASE STUDY COPY

Use the Body Secondary Color style sheet: Foco Regular with Bold 10.5/13pt.



INTERIOR SPREAD EXAMPLE

CASE STUDY BODY COPY

Use the Body Secondary Color with "Space Above" style sheet: Foco Regular with Bold 10.5/13pt.

FOLIO

Foco Regular 10.5pt; black

For brochures less than six pages, this page is optional and should be used only when the copy allows for it. For brochures with more than six pages, use this page at least once and more often as copy permits.



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Brochure

136

Inside spread chart page specifications

Size (Folded): 8.5x11"
8-column vertical grid
10-unit horizontal grid

STYLE SHEETS

INTERIOR HEADLINE AND SUBHEAD

Foco Bold with Light 22/24pt; colored type; create the ® symbol with the character style "Interior Headline/Subhead Register Mark."

HANG LINE

1.5 vertical units

Note: The chart is set up as a table.

BODY COPY

Foco Light with Light Italic and Bold 10.5/13pt; black.
One line space (13pts) between paragraphs; no extra space between the subhead and the body copy.

TABLE HEADER

Foco Bold, all caps 10.5/10.5pt; 1.5pt rules above and below, same color as "Table Header" copy

BODY COPY

Use the "Body" and "Body with Space Above" style sheets: Foco Light with Bold 10.5/13pt; black.

DOTTED RULE

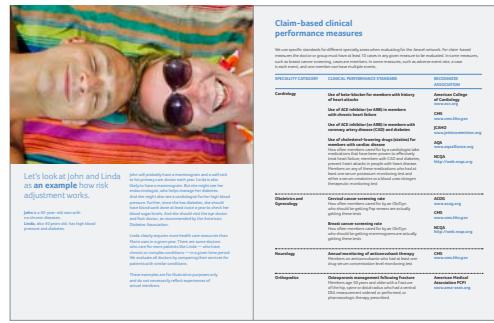
1.5pt, used to separate sections

LEGAL COPY

Use the "Copyright/Part Number/ Date" style sheet: Foco Regular 7/8pt; black.

FOLIO

Foco Regular 10.5pt



INTERIOR SPREAD EXAMPLE

URL

0.125in

0.5in

0.79in

0.1667in/1 pica

0.125in

0.5in

0.125in

Brochure

Back cover specifications

137

Size (folded): 8.5x11"
8-column vertical grid
10-unit horizontal grid

ARTWORK

LOGO (masterbrand)

Small print and digital usage version, 2 columns wide; the logo sits on the bottom margin and the SM mark hangs in the margin.

STYLE SHEETS

CALL TO ACTION

Foco Bold 15/17; white

CALL TO ACTION BODY COPY

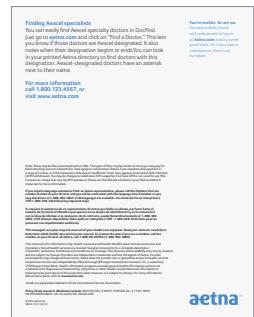
Foco Light 15/17pt; white

CALL TO ACTION SMALL COPY

Foco Light with the URL in Bold 10.5/13pt; white. This copy is especially relevant to mobile apps.

CONTACT INFORMATION

Foco Bold 15/17pt with 17pts space above



ALTERNATE BACK COVER

DISCLAIMER AND LEGAL COPY

Foco Regular with Bold 8/9pt; white (black when on a light background); last line of disclaimer and legal copy are 34pts above the copyright, part number and date. Leave 3.5pts space between paragraphs.

COPYRIGHT, DATE AND PART NUMBER

Foco Regular 7/8pt; white; bottom aligned on margin of the live area. The copyright is on the line above the part number and date.

The page background is one color, full bleed or white with color type.



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Postcard

138

Front/Message side

Size: 6 x 4.25"

8-column vertical grid

ARTWORK

IMAGERY

Imagery supports the message and bleeds off the page on all sides. Select imagery with a light background.

LOGO (masterbrand)

Regular print usage version, 3 columns wide. The SM mark hangs outside the gridline in the margin. The top of the logo aligns along the page margin.

STYLE SHEETS

ORGANIZING PRINCIPLES

8.5/10.5pt; color

HEADLINE

Foco Bold (color) 18/20pt; create the ® symbol with the character style "Bold Headline Superior/Register Mark." Maximum headline width is 3 columns.

SUBHEAD

Foco Light 18/20pt; black

PART NUMBER AND DATE

Foco Regular 7/8pt; black; bottom aligned on margin of the live area



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Postcard

139

Back/Address side

Size: 6 x 4.25"

8-column vertical grid

ARTWORK

LOGO (masterbrand)

Small print and digital usage version, 2 columns wide; the SM mark hangs outside the gridline in the margin. The logo is placed 6pts beneath the "Aetna dotted rule" in the same color.

STYLE SHEETS

RETURN ADDRESS

Foco Regular 8/10pt (colored type). Set the return address so the baseline of the street address is 0.2" from the baseline of the Aetna logo.

SUBHEAD WITH BODY COPY

Foco Bold (product name) with Light (colored type) 12/14pt; the ®, TM and SM symbols are created with superscript. Maximum headline width is 2.5 columns.

SUB-SUBHEAD

Use the "Lead in" style sheet. Foco Bold 9/9pt; small caps (color).

BULLET TEXT

Foco Light 9/10pt (color); leave 2pts space between each bulleted text point.

URL

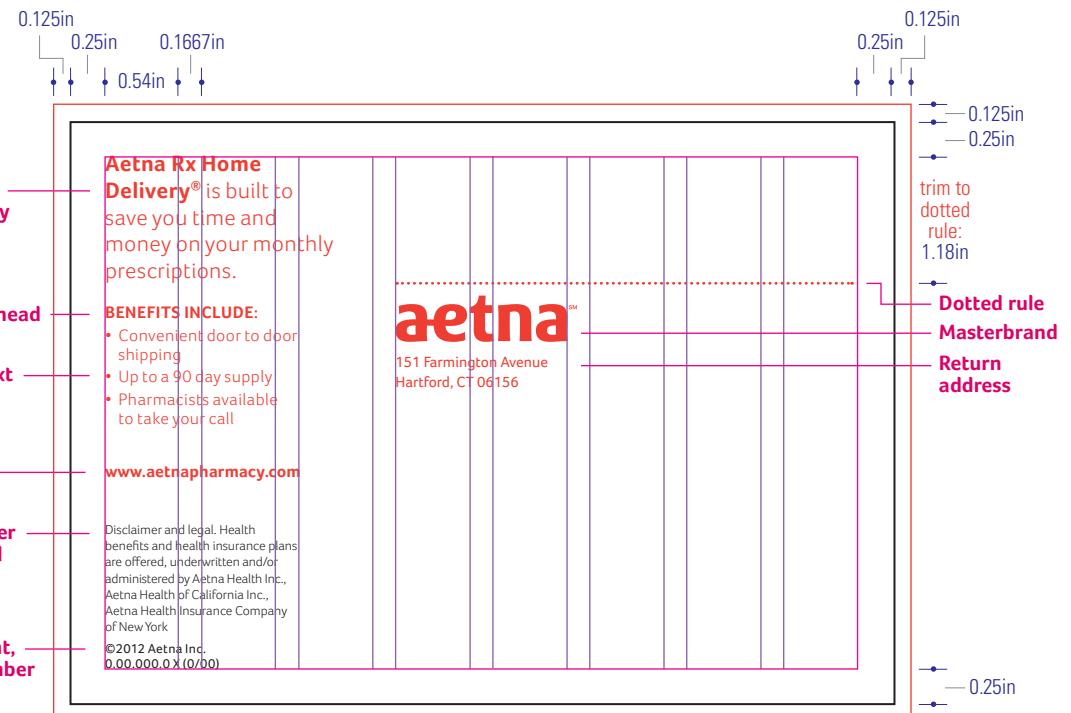
Foco Bold 9pt (color). The space between the URL and bullet type is 21pts, baseline to baseline.

DISCLAIMER AND LEGAL COPY

Foco Regular with Bold 7/8.5pt; black. Leave 3.5pts space between paragraphs.

COPYRIGHT, PART NUMBER AND DATE

Foco Regular 7/8pt; black; bottom aligned on margin of the live area. The copyright is on the line above the part number and date. Leave 3.5pts space above the copyright text.



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Width: 612px
2-column vertical grid

ARTWORK

HEADER

background: color from the palette; color is variable and coordinates with the imagery
height: 180px

LOGO (masterbrand)

logo color: #ffffff
width: 139px
height: 34px
margin left: 36px
margin top: 24px
margin bottom: 40px

CSS STYLE SHEETS

ORGANIZING PRINCIPLES

font color: #ffffff
font size: 12px
line height: 16px

HEADLINE

font: color (see note)
font size: 28px
line height: 36px
margin bottom: 14px

Note: Use a color from the palette; color is variable and coordinates with the imagery. The same color is used throughout.

BODY

font color: (see note)
font family: Calibri (default), Helvetica, Arial if Calibri is not the supported font
size: 13px
line height: 17px
width: 320px

Content

margin top: 26px
margin left: 36px
margin right: 36px

Paragraph

margin bottom: 18px

List

width: 320px
margin bottom: 18px

Text

color: (see note). Use the same color as in the header.
font-weight: bold

RIGHT RAIL

margin right: 36px

Paragraph

font size: 14px
font weight: bold
margin bottom: 8px

CLICK HERE

font: ffffff

background color: color is variable and matches the color type
font size: 12px

FOOTER

font size: 10px
line height: 12px
border top: 1px dotted #697466
padding top: 5px (between dotted line and text)

Paragraph

margin bottom: 6px

Masterbrand
Organizing principles

Body

List

Footer



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For more information contact

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aetnaSM