



# Our journey to improved marketing effectiveness

RSA, the global insurance group, developed a transformative training programme to build marketing capabilities globally. It established the RSA Marketing Academy to help it create a best-in-class global marketing function, with a common language and best practice approaches and tools.

## The challenge

Facing an increasingly challenging marketplace, and inconsistent marketing capabilities across the global organisation, we needed to transform our marketing function to drive RSA's growth agenda.

As a leading general insurer, operating in 34 countries, providing general insurance products and services in over 130 countries, we have a sizeable marketing community. To drive growth and build skills, we formed the Group Strategy Marketing and Customer (SMC) department in 2007.

Initial observations established areas of marketing excellence across the three RSA business regions: UK, International and Emerging Markets. However, there were few experienced career marketers across the group, and limited shared understanding or recognition of this existing excellence.

Additionally, our marketplace was changing rapidly. We faced slower growth in traditional markets, greater competition from direct businesses, and customers had more choice and easier access to information, making them less loyal.

To grow in this demanding environment, we needed to develop a best-in-class global

marketing function, with a common language and leading best-practice approaches and tools.

## The strategy

A strategic review of our marketing capability concluded that we needed to establish our own Marketing Academy to deliver the specific knowledge and skills required.

To meet our business and marketing goals, we needed our marketers to excel in:

- building a differentiated brand;
- identifying and targeting valuable customer segments;
- developing relevant, compelling customer propositions;
- delivering effective marketing communications;
- maximising return on marketing investment.

We carried out an internal review involving:

- detailed audit of skill, and gaps in knowledge and expertise, across the global marketing community;
- benchmarking our capability against external best practice to see what we could learn from other companies with similar ambitions and challenges;
- improving our understanding of local market characteristics to highlight differences and

demonstrate the relative importance of different marketing activities.

We set five objectives:

- Understand Group SMC resource levels.
- Understand SMC competency levels.
- Define the capabilities we need to drive our growth ambitions.
- Define future structure and resource requirements, and how Group will interact with the regions.
- Define a set of metrics for measuring and tracking future activity.

We needed to develop a transformative programme and establish our own Marketing Academy to deliver it, thus building the capabilities of our global marketing community.

Whilst there was limited understanding of what marketing can deliver, we had an excellent starting point in our experience of fast-tracking capability development through programmes such as our Technical Academy, targeting underwriting functions across the Group.

We established a framework identifying six core capabilities that RSA marketers need to deliver the RSA growth agenda. This guided the curriculum for the Marketing Academy.

We began by developing the Marketing Foundation Programme to:

- drive adoption of RSA marketing principles and approaches globally;
- ensure application of learnings and tools;
- encourage active participation in the RSA marketing community;
- inspire the community to champion the RSA way of marketing.

We designed this in collaboration with expert third parties including:

- Brand Learning – leading global specialists in marketing capability;
- ?What If! – the innovation company, who helped define the Proposition Development area.

The Foundation Programme helps marketers answer and address a set of key questions, enabling them to build the brand and business. It begins with an overview of the six capability areas, answering the key question for each (eg “How do I differentiate the RSA brand?” for Brand Positioning and Management). These are:

- Brand Positioning & Management
- Segmentation & Insight
- Proposition Development & Management
- Marketing Communications
- Campaign Management
- Marketing Effectiveness

## The execution

We have delivered Foundation to over 200 marketers in 12 countries. The face-to-face workshops use external best-practice case studies and practical exercises to bring the principles to life and are designed to appeal to all learning styles.

- A combined RSA/Brand Learning team delivers the training, bringing the best of internal and external experience and using an interactive facilitation style.
- To embed the new skills and processes, Brand Learning helped develop a Marketing Toolkit that defines the RSA Way of Marketing.

## Proof that it worked

Delegates take an open-book accreditation with a 100% pass rate to date. The purpose of the accreditation is to:



## WE'RE ANALYSING BOTTOM LINE IMPACT IN KEY MARKETS AND TARGETING A 30% EFFICIENCY GAIN FROM OUR MARKETING ACADEMY AND OTHER CAPABILITY RELATED INITIATIVES.

- consolidate learning
- encourage reflection and review
- achieve formal and tangible recognition for completing the programme

Results show high impact and engagement:

- Over 200 marketers have participated in workshops during 2009 and we are continuing to run the workshops.
- 100% pass rate in Accreditation Tests.
- Participants' evaluations average 4.5 out of 5 against industry benchmark of 4
- Content was tested on senior leaders and is being embedded into our management training programmes.
- Press coverage has been achieved in key markets.
- Participants' feedback demonstrated they are inspired by the RSA Way of Marketing.
- The programme is used as a recruitment and retention tool.

Our annual employee survey shows a

significant improvement in satisfaction with opportunities to learn and grow since the Academy was launched.

We are undertaking analysis of bottom-line impact in key markets and targeting a 30% efficiency gain from the Marketing Academy and other capability-related initiatives.

## Value added

We have made significant improvements to our talent management processes. The programme brings global marketers together, giving them the opportunity to network and learn. It highlights the importance of our talent management processes. Working with management consultancy Aquarius, we rolled out a number of capability management initiatives, including:

- job family models for marketing
- organisation design criteria for marketing departments across the group
- generic role profiles for marketing roles
- skills and knowledge matrix for marketing
- capability review of our marketing function