



## John Quinlan

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Sales and Marketing Director, RSA Insurance

>> Growing Sales and Profitability  
in Challenging Times <<

# GROWING PROFITABLY IN CHALLENGING TIMES

John Quinlan  
Sales & Marketing Director  
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# AGENDA

- **Introduction to RSA**
- **Delivering Out-Performance**
  - What We Did
  - Identifying Challenges
  - Recognising Opportunities
  - Making it Happen
- **Sustaining Out-Performance**
- **Key Learnings**
- **Q&A**



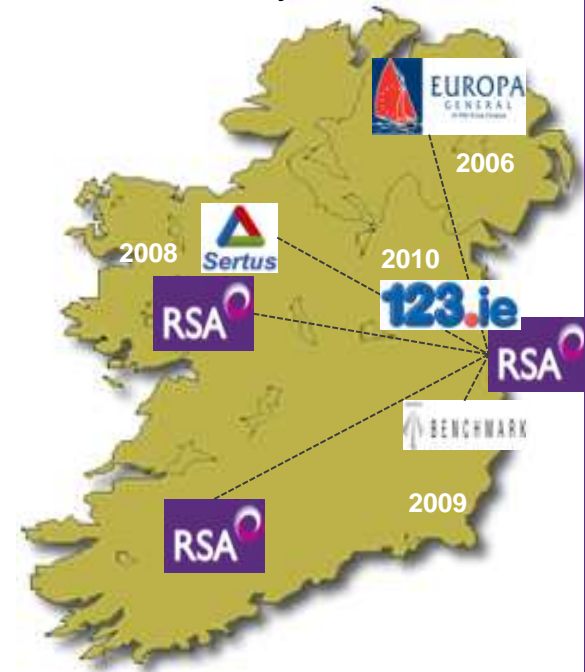
# RSA GROUP

## RSA GROUP

- 300 year heritage.
- FTSE-100 listed General Insurer
- Net Written Premium (NWP) £7.4bn
- Combined operating ratio (COR) 96.4% and underwriting result £238m.
- Strong positions in attractive markets
- 20 million customers serviced by 20,000 employees.

## RSA IRELAND

- In Ireland since 1721
- 750 employees, 750,000 policyholders
- 4 acquisitions in recent years



# RSA IRELAND PERFORMANCE

	2008	2011
<b>Market Share</b>	No. 5 at 10%	No. 1-2 at 15.5%
<b>Private Motor Market Share</b>	No. 7 at 5%	No. 2 at 16%
<b>Home Market Share</b>	No. 1 at 23%	No. 1 at 29%
<b>Mid/Large Commercial</b>	Generic offerings	Segment leaders
<b>SME</b>	No. 2-3 at 10%	No. 2 at 12%

# DELIVERING OUT-PERFORMANCE

**New Risk environment**



**Crowded Market**



**Increased demand for value**



**Changing customer behaviour**



**Organisational Effectiveness**



**Forensic Underwriting & Claims**



**Differentiated Propositions**



**New Propositions/Segmentation**



**Align Distribution Model**



**Developed Centres of Excellence**

# OUR WEATHER CHALLENGE



**€500M!**



# OUR ECONOMIC CHALLENGE



## OUR CUSTOMER CHALLENGE



### Consumption shifts

Only financial services purchased where seen as critical. Financial stability had a new premium

### Savings/Protection

We needed to assess changing consumer views to asset protection

### New Customer Behaviour

Customers wanted to reduce costs, not replace cover and began shopping more smartly

# OPPORTUNITIES IN THE DOWN-TURN



## Customer Opportunities

- Easier to unlock in a recessionary environment
- Greater emphasis on service and value
- Demand for advice for complex purchases

## Competition Opportunities

- Steal a march on weakened competition
- Better run firms move ahead in more difficult times.
- More scope for Organic growth/Merger activity

## People Opportunities

- Easier to retain existing and attract new people
- Loyalty increases as individuals value job security
- Cheaper to invest in people and infrastructure

# MAKING IT HAPPEN – ABSOLUTE CLARITY

## COMMERCIAL SEGMENTS

### EDUCATION



### RENEWABLE ENERGY



### CONSTRUCTION



### TRANSPORT & LOGISTICS



### SME



### PRODUCT DEVELOPMENT



## CONSUMER PRODUCTS

### MOTOR



### HOME



## ACQUISITIONS



EUROPA  
GENERAL  
An RSA Group Company



# MAKING IT HAPPEN – TESCO

**Number 3 retailer in the world**



**Turnover of £63bn**



**Number 1 retailer in Ireland**



**130 stores & 20 petrol stations**

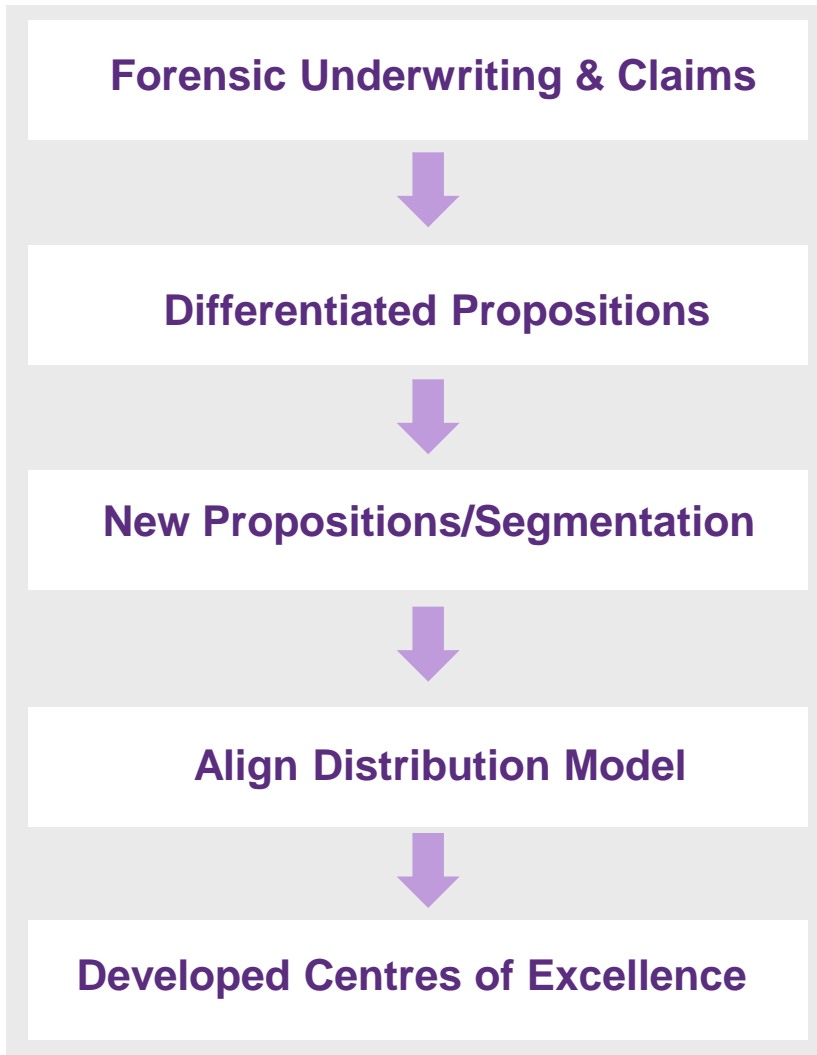


**14,000 staff in Ireland**

- Kick started process in late 2009
- Need to move quickly
- Cross functional approach
- Demonstrated:
  - ✓ White label capability
  - ✓ Product innovation & choice
  - ✓ Market insights
  - ✓ Technical expertise
  - ✓ Rigour in our process delivery

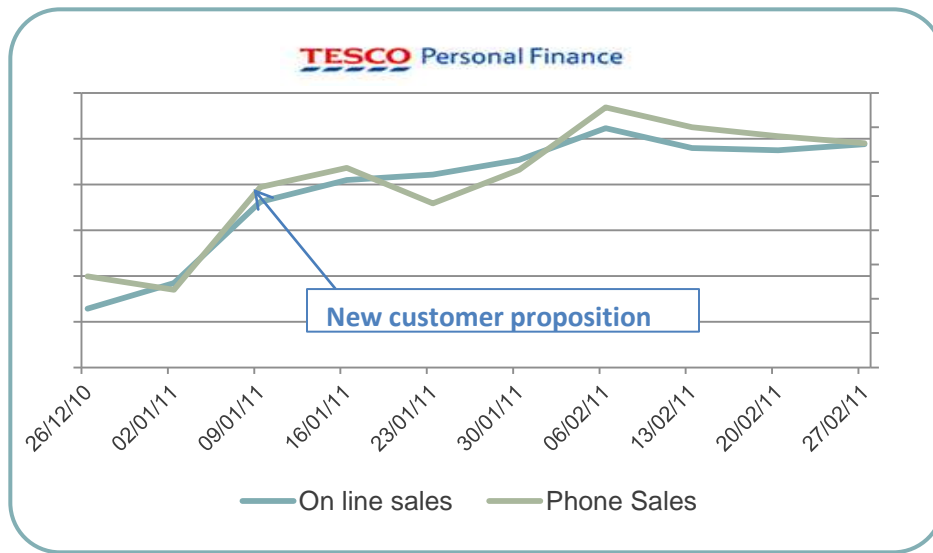


# MAKING IT HAPPEN – TESCO



# MAKING IT HAPPEN – TESCO

## TESCO Personal Finance



# SUSTAINING OUT-PERFORMANCE – TECHNICAL EXCELLENCE

## CLAIMS & UNDERWRITING

### CLAIMS

- Over 150 dedicated and professional staff
- Industry reputation for service excellence
- Anti-fraud measures

### UNDERWRITING

- Over 250 experienced underwriters
- Strong collaboration with Sales
- Strong governance

### PORTFOLIO MANAGEMENT

- Business Intelligence
- Risk Star-Rating
- Portfolio Remediation

# SUSTAINING OUT-PERFORMANCE - PEOPLE

## PEOPLE ENGAGEMENT

### STAFF ADVOCACY

- Key differentiator
- Best led people
- World class engagement scores

### ENGAGEMENT

- Targeted internal communications
- >40 charity events for 300YEARS
- Employees living brand beliefs

### CAPABILITY DEVELOPMENT

- Technical mastery
- Continuous technical training
- Talent pool & management



# SUSTAINING OUT-PERFORMANCE - OPERATIONAL EXCELLENCE

## OPERATIONAL EXCELLENCE



### LEAN SIX SIGMA

- 25% of staff accredited
- Cost to serve model deployed
- Brilliant Service focus

### IS EFFECTIVENESS

- EDI – increased automation
- Web capability development

### WHITE LABEL

- Centre of Excellence
- Intelligence-Driven Sales Activities
- Marketing support / advice



## KEY LEARNINGS

**Understand the changing dynamics within your marketplace**



**Bespoke propositions to attract and retain profitable customer segments**



**Continue to invest in your core competency** (underwriting, claims, service).



**Robust processes to ensure that your execution is consistent and on plan**



**Attract and retain the best people.** (Positive, resilient and relentless).

THANK YOU

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*any*  
*questions?*