

Cornerstone

ON DEMAND Empowering People



Empowering People

CLIENT SUCCESS STORY



ABOUT RSA

Boasting a rich heritage that dates back to 1710, London-based RSA is the world's oldest insurance company still trading under its original name. Organised into three main operational divisions – UK, International, and Emerging Markets – RSA provides property, casualty, motor, and household insurance products and services in 130 countries. A FTSE 100 company listed on the London Stock Exchange, the current company structure was created in 1996 through the merger of two of the UK's largest insurance companies, Royal Insurance and Sun Alliance. Dedicated to innovation, RSA is proud to be the UK's first carbon-neutral insurer and a member of the FTSE4Good Index of ethical businesses.

Vertical/Industry: Financial Services

Region: Asia, Europe, North America, South America, and the Caribbean

Live Since: 2010

Number Of Employees: 22,000

Platforms/Solutions:

Cornerstone Learning, Cornerstone Connect

Future Platform:

- Cornerstone Performance
- Cornerstone Succession

Business Impact:

- Cost Savings
- Compliance
- Productivity
- Retention
- Talent Readiness

www.rsagroup.com

BUILDING A DYNAMIC GLOBAL LEARNING ENVIRONMENT

BUSINESS CHALLENGES AND OBJECTIVES

RSA is a giant in the insurance industry. The company's 22,000 employees provide comprehensive insurance solutions to millions worldwide. A historic organisation with 300-plus years of tradition, RSA is comprised of numerous strong individual businesses. Yet its Learning and Development (L&D) processes were out of date and there was a general lack of L&D resources. Learning was delivered regionally, resulting in duplication of effort; the focus remained on face-to-face training – with no means of following up – and only the UK used technology in its L&D initiatives. In short, the existing system was not effective for the organisation.

As RSA sought to more closely align employee development to organisational growth, the company's L&D team created a capability framework to identify skill gaps across the organisation. They determined the best way to close those gaps was through the adoption of learning technologies. Such a comprehensive solution would deliver:

- One single global platform, eliminating the need for employees to log onto multiple systems.
- Immediate Internet access for convenience.
- Capability-aligned learning, giving people a roadmap for where they have to go next.
- Translated, localised learning collateral in 15 languages to maximise global performance.
- The ability for various regions to develop their own culturally-influenced content.

THE JOURNEY/SELECTION PROCESS

In RSA's L&D team embarked on a quest to find a suitable partner to help build a capability-aligned learning environment that was simple to use, yet powerful and intuitive.

Cornerstone OnDemand's Software-as-a-Service (SaaS) delivery model appealed to RSA because of its global capability, simplicity, multilingual and multi-region and technical capabilities. RSA was also impressed with Cornerstone's ability to address its many challenges, including implementing a new platform from scratch, integrating HR data and the new capability framework.



“The Cornerstone solution is intuitive, personalised, and people-focused. If we had gone with a different supplier, we wouldn't have as many features and benefits for Learning Zone. It would feel too technical and I don't think the usage would be as great.”

- Justin Dunn

RSA Insurance Group plc



Screenshot of RSA's Personalised Welcome page

THE RESULT/BUSINESS IMPACT

In late 2009, RSA invested in Cornerstone's Learning Management System, Cornerstone Learning, along with its social networking platform, Cornerstone Connect. Implementation was swift, and RSA's new learning platform, the Learning Zone, went live in July 2010 in the UK. Less than a year later, all 22,000 employees were online (in 13 languages) and an L&D Centre of Excellence had been created.

Billed as a one-stop Internet solution, the Learning Zone was launched with great fanfare, beginning with a high energy dynamic online ad built around RSA's core customer proposition "Keeping you moving." This time, however, the focus was on employees and how the Learning Zone keeps them moving in their careers through greater access to learning and development.

In addition to helping employees develop a roadmap for L&D participation, the Learning Zone gives managers the opportunity to build development plans, assign learning and check on employees' progress, while bolstering their own capabilities to progress in their own careers.

"Cornerstone Learning allows us to be much more scientific in the way we approach our budget for L&D," says Justin Dunn, head of group learning and development, RSA Insurance Group plc. "Rather than just putting our finger in the air and thinking we know what learning needs to be achieved, we know exactly which skills are missing."

Additional benefits realised include:

- **Improved employee engagement:** Employees are embracing the opportunity to take responsibility for their own learning and development, enthusiastically logging into the Learning Zone to build the skills and knowledge needed not only for their current role, but for whatever role they take on next. "The beauty of using Cornerstone is, it's given everybody the opportunity to look at what skills are required for their job today and their job six months and 12 months down the line," says Dunn. "It's given the appetite back to the employees and that's why the Learning Zone has become so useful to them."
- **Cost savings:** The ability to realise huge cost savings was one of the Learning Zone's key selling points for RSA's CFO and CEO. Cornerstone Learning has enabled RSA to convert classroom-based learning to e-learning and reduce the duration of key programmes, resulting in significant

savings. Case in point: the company's five-module "Introduction to Insurance" course, which would have cost over 1 million to deliver face to face, primarily due to travel expenses. Delivery of the same course now costs £17,000 including translation costs.

- **Increased involvement and buy-in at the executive level:** Impressed by Cornerstone's ease of use, RSA's executive team immediately began accessing the Learning Zone, not only for their own personal development, but also to assign learning to their direct reports.

FUTURE PLANS

RSA plans to build on the success of the Learning Zone by increasing usage in such key areas as compliance, induction, and key business deliverables. The L&D team is working to expand executives' use of the platform for mentoring and other initiatives. Some aspects of the system may even be shared with customers, enabling training across the extended enterprise. Over the coming months, the company plans to introduce the Performance and Talent features of the Cornerstone solution and increase its usage of Connect, Cornerstone's enterprise social networking platform, to assist with creating communities.

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Cornerstone OnDemand is a global provider of comprehensive learning and talent management software and services. We enable organisations to meet the challenges they face in empowering their people and maximising the productivity of their human capital. To learn more, visit www.cornerstoneondemand.co.uk.