



Case Study - Norwich Union Healthcare

Interims case study

A leading health solutions provider, Norwich Union Healthcare is part of Aviva, the UK's biggest and the world's fifth-largest insurance group. Aviva is one of the leading providers of life and pension products in Europe and has substantial businesses elsewhere around the world.

As part of its alignment within the Aviva group and to achieve profitable growth within a rapidly changing marketplace, NU Healthcare is implementing deep and wide-ranging structural, cultural, technology and process change across its business.

Effective internal communication is seen as critical to the delivery of the company's strategy. HarknessKennett was asked to support NU Healthcare by providing a senior interim communications manager who could design and kick-start a comprehensive communications strategy. The strategy would need to be fully aligned with the UK group and sustain high levels of employee engagement towards achieving the company's cultural and customer ambitions.

The interim supplied by HarknessKennett gained Executive approval of his proposed communications plan within two months, and has since supported the UK team in its delivery, using an effective mix of established and innovative channels. He has also provided valued consultancy on organisational development, embedding leadership behaviours and building customer-centric cultural values.

"With the volume of change we are delivering we needed an experienced Communication Manager who could quickly grasp our business issues and get to work with the existing, excellent team. Any interim support also needed to be credible with senior directors and front line employees alike, and to cope with the rapidly changing demands that would be placed on them.

"Our interim Communications Manager Steve has quickly become a key member of the team. He's been a great asset at a challenging time for us, consistently delivering and helping us to meet critical targets in our strategic plan."

Suzanne Scott
HR Business Partner
Norwich Union Healthcare