

Brian J. Skerry / Getty Images

Center of Excellence at Munich Re

11.10.2023

Philipp End

Global Head of Digital Communications

Munich RE 

Let me introduce myself

- Master of Public Policy and Management at University of Konstanz
- Political Science at University of Oslo
- Munich Re since 2015 (US based 2022 - 2023)
- Infineon Technologies 2010 - 2015
- Digital Transformation in different publishing houses 2005 -2010
- Love the outdoors
- Collector of Danish furniture



Digital relationship Munich Re and stakeholder



Digital interlocking Coms and Munich Re

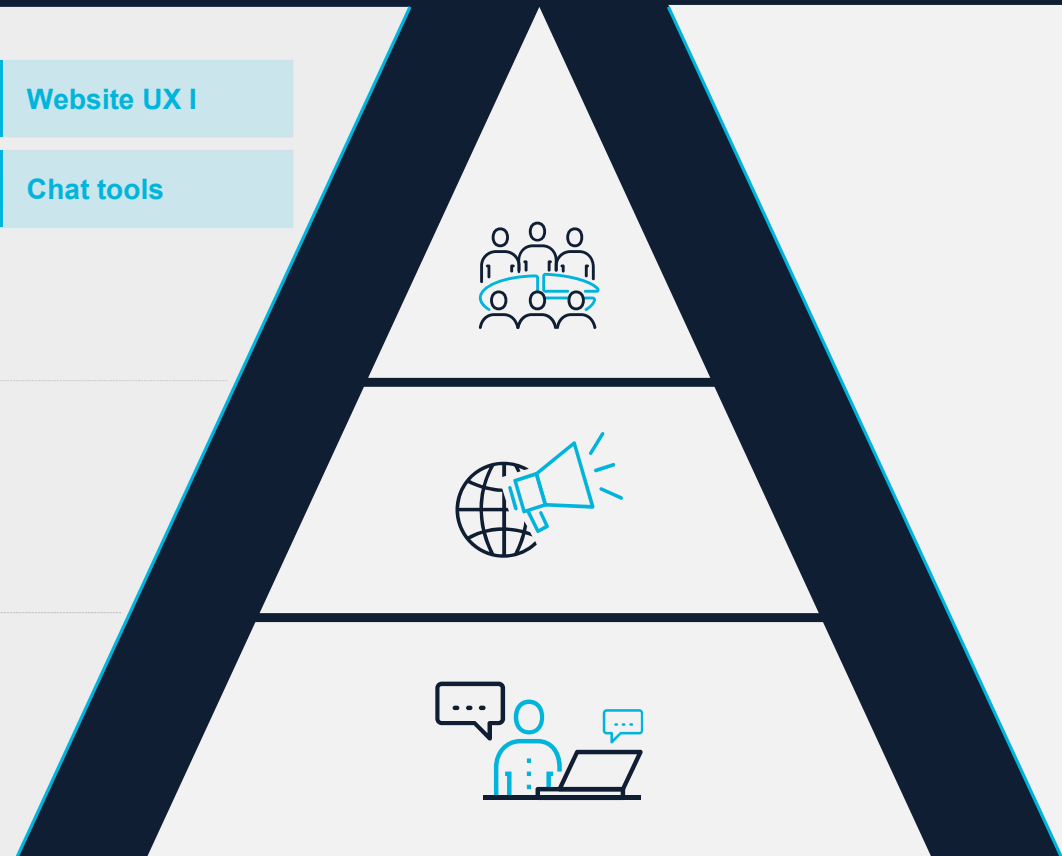


Internal digital alignment



Projects to reach our digital strategy

Personalization	Digital client journey	Digital channels and formats	Website UX I
Website UX II	Social media engagement	Emails/newsletters	Chat tools
Webinar tools	Digital self-service tools	Thought leadership	
Digital com. positioning	Internal communication	Closed-loop tracking	
Digital transformation ownership	CRM and MA		
Overarching collaboration	Training program		
Digital com. organization	Agency network & partnerships	Artificial intelligence (AI)	
Comtech excellence	Video/podcast production		



Why do we need Centers of Excellence?



Ambiguous
mandate of digital
communications



Intransparency
of budgets






Many silos and interfaces































Lack of speed and agility
in execution

Project approach to establish CoEs

 Analysis	 Conception	 Implementation prep
a Project objectives and scope	a Definition of mandate of CoEs	a Development of a roadmap
b Status quo and identification of requirements by means of interviews	b Definition of processes	
c Best practices and derivation of implications	c Definition of the structure, roles, and responsibilities	
	d Definition of budget allocation and utilization with regards to the CoEs	

Analysis: Overview of the requirements

 COE OFFERING	 MANDATE	 PROCESSES	 ROLES AND TASKS	 BUDGET ALLOCATION	 INTERNAL CHANGE
Compliance and security 	Clearly formulated definition/purpose and scope of CoEs 	Transparency and consistency of processes 	Transparency and consistency of roles and responsibilities 	Transparency over budget allocation/usage, regarding clients within and outside of Com. (e.g., Digital Solutions) 	Awareness for and clear understanding of CoEs, their offering and value added (across all levels) 
BU-/region-specific needs considered 	Strongly communicated mandate (top-down push) 	Efficient processes for end-to-end requirement management 	Adequately staffed roles with defined responsibilities 		Trusted partnership on eye level 
Short time-to-market 	Strongly communicated benefits (bottom-up pull) 	Efficient processes for synergies, best practices, and knowledge transfer 	Strong agency/freelancer model 		Certain degree of autonomy in BUs/regions as well as CoEs 
Cost efficiency (real and perceived, over short-/long-term) 	Governance approach for clients not working with the CoEs 		Strong interface between all stakeholders 		
Best practices across organization leveraged 			Local autonomy defining requirements and final design 		
			Efficiency (reduced task "duplications") 		

No need for action

Great need for action

Analysis: Top learnings from best practices



CoEs are **increasingly common in the digital area** – the complexity and investment volumes render **centralization sensible/compulsory**



Successful CoEs have a clear **area of responsibility**



CoEs as pure **think tanks** have **seldomly succeeded** – especially in digital disciplines, CoEs develop/execute



BUs/regions are responsible for **requirement definition and operational development/execution**



The challenge of the CoE is to **always stay connected with the BUs/regions** and translate requirements in both directions








Perceived and **real value added** goes over a top-down mandate forcing BUs/regions to work with the CoE – **communication/marketing is key**



CoEs are usually **introduced in stages** and not in a “big bang”

Conception: Definition

Definition	 <p>STANDARDIZE AND ENABLE</p>	 <p>CONNECT AND FOSTER EXCHANGE</p>	 <p>CONSOLIDATE KNOWLEDGE</p>	 <p>CONSULT</p>	 <p>DEVELOP</p>
Tasks	<ul style="list-style-type: none"> ▪ Create guidelines ▪ Establish governance, incl. processes and responsibilities ▪ Offer trainings 	<ul style="list-style-type: none"> ▪ Create and maintain regular exchange formats and channels ▪ Recruit users across org. ▪ Identify synergy potential 	<ul style="list-style-type: none"> ▪ Consolidate, document, and share knowledge, incl. best practices ▪ Create and maintain a SharePoint 	<ul style="list-style-type: none"> ▪ Individually consult BUs to overcome their specific challenge (on request) ▪ Create synergies and apply best practices from other BUs, if applicable 	<ul style="list-style-type: none"> ▪ Implement and maintain systems and their components/features ▪ Ensure consistent platform standards
Involvement	Digital Communications				
	IT				
	Legal				

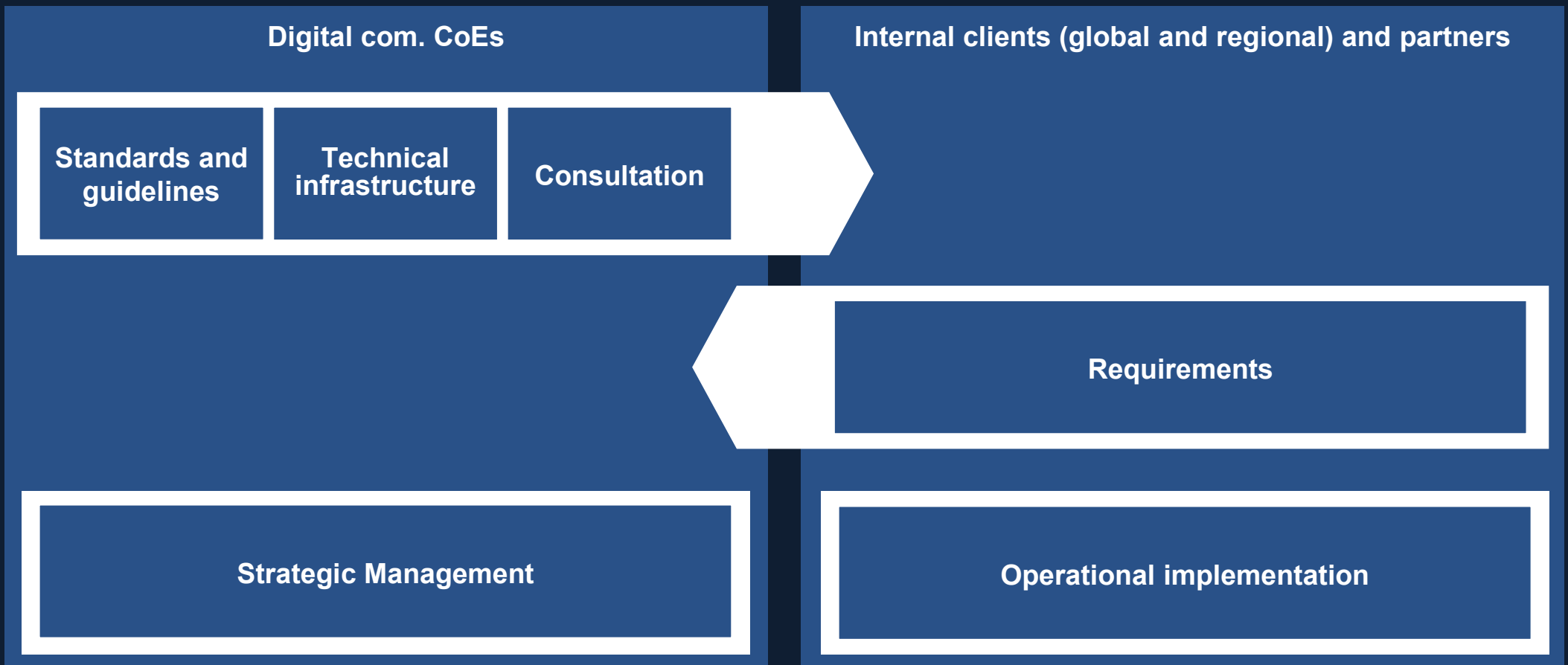


Definition/purpose

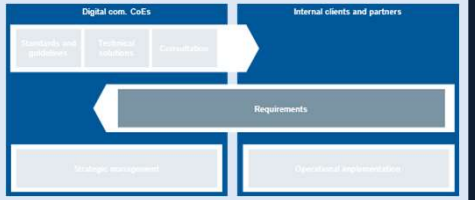
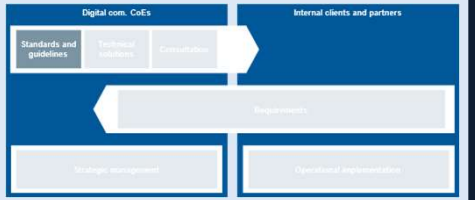
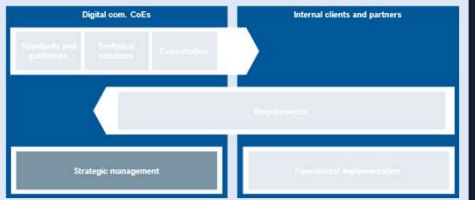
Digital com. Centers of Excellence

In collaboration with all stakeholders, we deliver a governance framework with proven digital marketing and communications solutions, to support the businesses in reaching their goals.

Conception: Overarching Responsibilities



Conception: Core Processes of a CoE

I	Process of requirement management	 <p>The diagram illustrates the requirement management process. It is divided into two main sections: 'Digital com. CoEs' on the left and 'Internal clients and partners' on the right. Under 'Digital com. CoEs', there are three sub-sections: 'Standards and guidelines', 'Technical solutions', and 'Consultation'. A large arrow points from 'Standards and guidelines' towards 'Internal clients and partners'. Below this, a horizontal bar labeled 'Requirements' spans across both sections, with an arrow pointing from right to left. At the bottom, there are two boxes: 'Strategic management' on the left and 'Operational implementation' on the right.</p>
II	Process of the development and maintenance of standards and guidelines	 <p>The diagram illustrates the development and maintenance of standards and guidelines process. It is divided into two main sections: 'Digital com. CoEs' on the left and 'Internal clients and partners' on the right. Under 'Digital com. CoEs', there are three sub-sections: 'Standards and guidelines', 'Technical solutions', and 'Consultation'. A large arrow points from 'Standards and guidelines' towards 'Internal clients and partners'. Below this, a horizontal bar labeled 'Requirements' spans across both sections, with an arrow pointing from right to left. At the bottom, there are two boxes: 'Strategic management' on the left and 'Operational implementation' on the right.</p>
III	Process of strategic CoE management	 <p>The diagram illustrates the strategic CoE management process. It is divided into two main sections: 'Digital com. CoEs' on the left and 'Internal clients and partners' on the right. Under 'Digital com. CoEs', there are three sub-sections: 'Standards and guidelines', 'Technical solutions', and 'Consultation'. A large arrow points from 'Standards and guidelines' towards 'Internal clients and partners'. Below this, a horizontal bar labeled 'Requirements' spans across both sections, with an arrow pointing from right to left. At the bottom, there are two boxes: 'Strategic management' on the left and 'Operational implementation' on the right.</p>

Conception: Agile Roles



Requestor



Guide



Creator

1

Above roles \neq job titles

2

One's role can change over time




3

Roles can be staffed with both internal staff and externals

4

1 person \geq 1 role
especially for larger requirements/projects

Conception: Core Processes Template

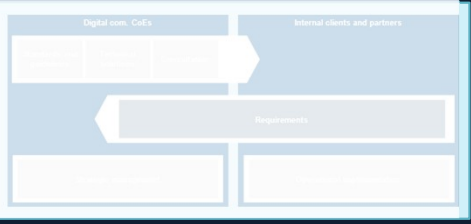
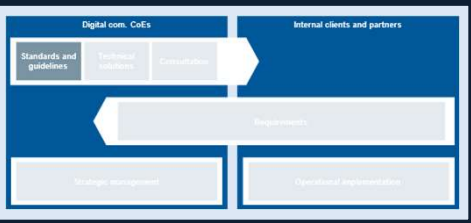

Phases	Steps	Tool	Requestor 	Guide 	Creator 
1	<div data-bbox="353 560 797 783" style="border: 1px solid teal; padding: 5px;"> Phases refer to overarching process stages and can comprise several steps </div>				
2	<div data-bbox="622 943 1066 1166" style="border: 1px solid teal; padding: 5px;"> Steps refer to the tasks which would add the most value to a process and be the same across most processes </div>				
3					

Roles responsible for the respective step are marked ■ and **partly involved** are marked ■




Tool refers to the **type of collaboration (tool)** used for the respective step (e.g. WRIKE or Microsoft Teams)

Role is not involved
 Role is responsible
 Role is partly involved

Conception: Deep-dive into one process

I	Process of requirement management	 <p>The diagram shows a flow from 'Digital com. CoEs' (with sub-processes 'Requirements', 'Consultation', and 'Implementation') to 'Internal clients and partners'. A large arrow labeled 'Requirements' points from the clients back to the CoEs. Below are boxes for 'Strategic management' and 'Operational implementation'.</p>
II	Process of the development and maintenance of standards and guidelines	 <p>The diagram shows a flow from 'Digital com. CoEs' (with sub-processes 'Standards and guidelines', 'Technical standards', and 'Consultation') to 'Internal clients and partners'. A large arrow labeled 'Requirements' points from the clients back to the CoEs. Below are boxes for 'Strategic management' and 'Operational implementation'.</p>
III	Process of strategic CoE management	 <p>The diagram shows a flow from 'Digital com. CoEs' to 'Internal clients and partners'. A large arrow labeled 'Requirements' points from the clients back to the CoEs. Below are boxes for 'Strategic management' and 'Operational implementation'.</p>

Conception: Process overview of the development and maintenance of standards and guidelines

Phases	Steps	Tool	Requestor 	Guide 	Creator 
1 Develop	Upon establishment of CoE: Alignment on governance , defining the roles and responsibilities surrounding the standards and guidelines (incl. onboarding of external service providers)	-			
	Structuring of standards and guidelines as well as consolidation, adaptation, and documentation/visualization of input	-			
	Collection of feedback from relevant stakeholders	TBD			
2 Share	Publication of document on CoE's Sharepoint, OND, etc.	Sharepoint, OND, etc.			
	Communication of document and governance surrounding the standards and guidelines, defining who is required to use them how, e.g., by means of appealing videos, snippets, etc.	MR Web, etc.			
3 Maintain	Identification/collection of adaptation needs regarding standards and guidelines in case of technical updates, compliance updates, client feedback, etc.	TBD			

Next Steps: Implementation



Kick off and promo

Introduce the CoE handbook and next steps to existing/pending digital com. CoEs and **promotes** the overall concept to stakeholders



Validation

Each CoE **validates** the handbook, supplementing and concretizing content (e.g., own requirement prioritization criteria)



Operationalization

Each CoE **operationalizes** the handbook, e.g., aligning service offering, appointing agile roles, implementing processes



Communication

Each CoE **communicates** the changes and their value to its stakeholders on defined channels



Improvement

Each CoE **collects and responds to feedback** to ensure suitability and relevance

Thank you very much!

Imprint



Münchener Rückversicherungs-Gesellschaft
Aktiengesellschaft in München
Königinstr. 107
80802 München
Germany

© 2023 Münchener Rückversicherungs-Gesellschaft

© 2023 Munich Reinsurance Company