

Enterprise Architecture Transformative Mindset – Strengthening Strategic Insights and Accelerating an Efficient Change Execution

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AI is not the reason
transformations succeed—



and it's not the reason
they fail.



WE ARE.

Source: created with Microsoft Copilot

A Successful Digital and AI Transformation Needs to Balance Processes-Data-Organization-Technology

Processes
in Business &
in IT
(Governance,
Execution & Flow)

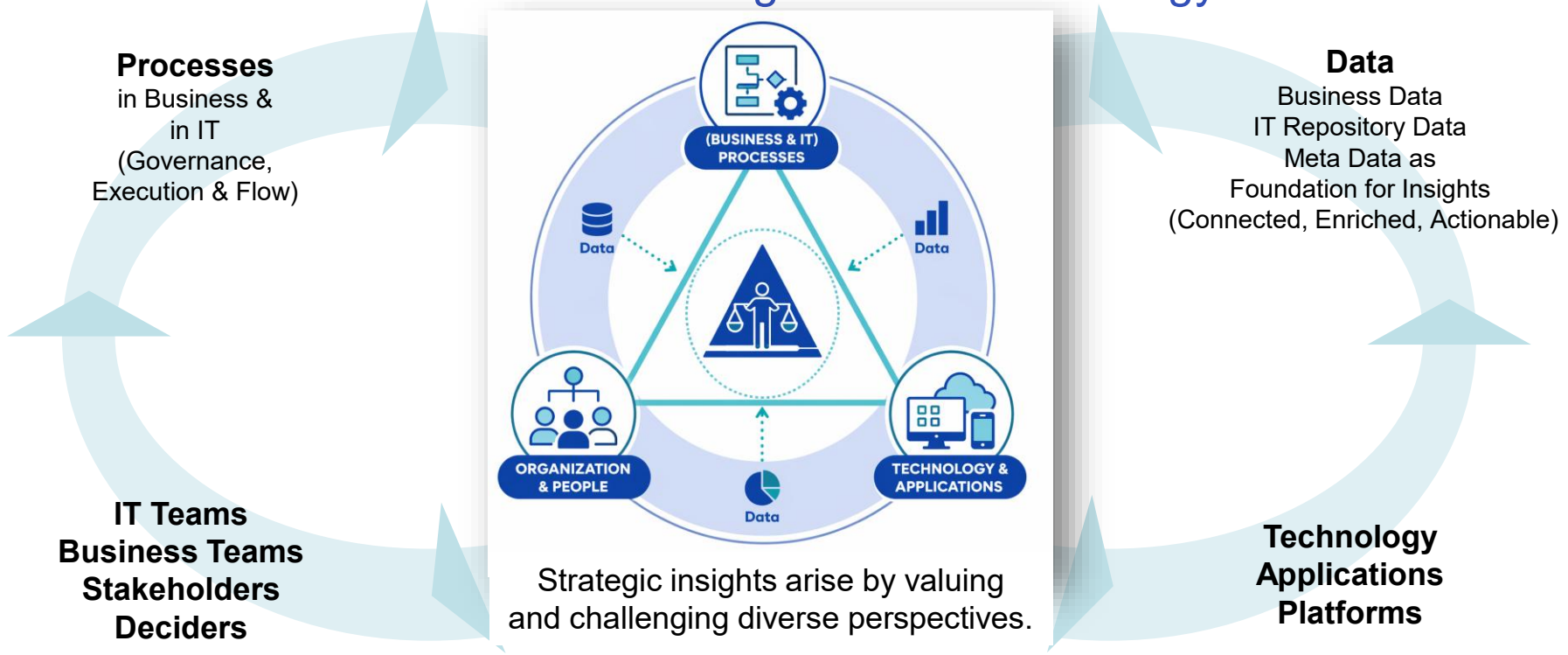


Data
Business Data
IT Repository Data
Meta Data as
Foundation for Insights
(Connected, Enriched, Actionable)

IT Teams
Business Teams
Stakeholders
Deciders

Technology
Applications
Platforms

A Successful Digital and AI Transformation Needs to Balance Processes-Data-Organization-Technology



Ideas are easy. Scaling is hard.
Technology creates possibilities. Alignment creates success.

Reality Check: Crowd Testing new AI Technologies

+ supporting cross-functional evaluation and innovation + rightsized approach

+++ involving end users at early stage and for making informed business decisions

Before

- No systematic process for evaluating and selecting new AI tools
- Fast evolving AI technologies
- Users underlining the need for additional AI capabilities
- Cumbersome, long-lasting Enterprise processes
- Many different stakeholder perspectives and concerns regarding AI technologies

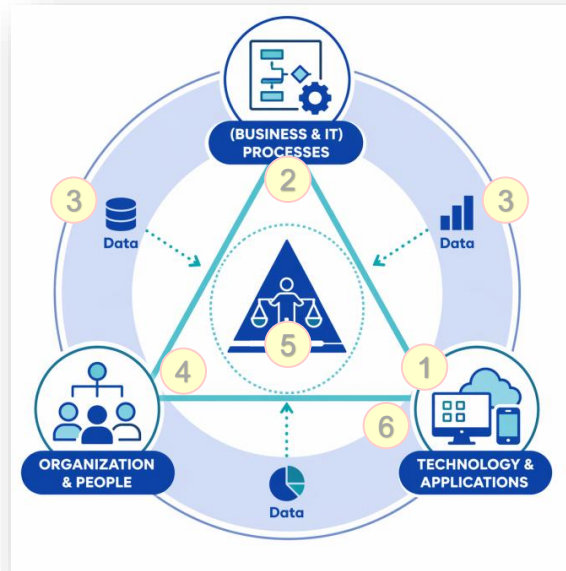


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After

1. Select: Identify AI technology candidates with expert core team
2. Design: Lean crowd testing (just enough) process with strict guardrails
3. Measure: Setup, guidance and results in a repeatable, standardized way
4. Involve: Closely collaborate - Experts, Core Team and End Users
5. Balance: Informed and Strategic AI technology selection
6. Time-to-market: Faster introduction of selected AI technologies

New AI Technologies - Covering Additional Capabilities - Evaluated with test-users to assess their value-add:
Based on user feedback and core team assessment, the best solution is chosen

Reality Check: Business Processes First - Technology Last

strengthening domain excellence + combine technology and expertise + efficiency gains

+++ transitioning from decentralized processes to a unified operating platform

Before

- Decentralized business processes
- Transformation failed
- Change failed
- Adoption failed
- Technology blamed
- Project and IT blamed
- New project started based on different technology
- ...



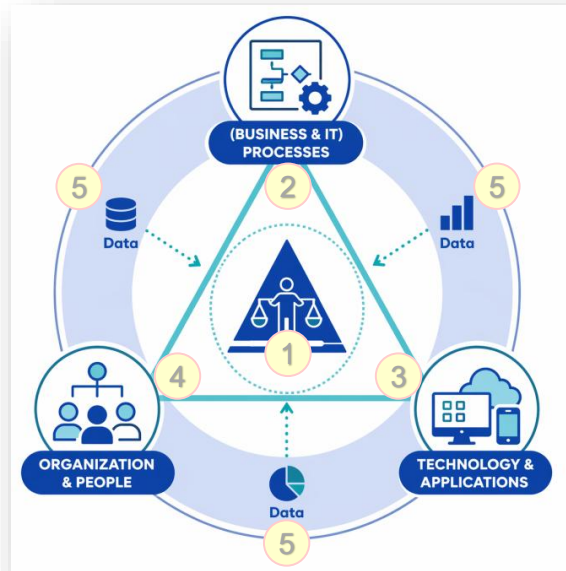
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After

1. Reflect: Business and Enterprise Architecture - Analysis
2. Harmonize: Standardized, global business processes, only minimal local specialties
3. Shifted focus: From technology discussions to efficiency & excellence
4. Change Management: Balancing expertise perspectives and accompanying the rollout
5. Excellence: Accelerated adoption and continuous improvements

Business Domain Re-Imagined – Together and Continuously Driving Impact

Reality Check: Improve Target Operating Models

+ efficient collaboration across IT and business + architecture topics across flight levels
+++ jointly balance and optimize +++ valuing the different perspectives and priorities

Before

- Strategic Architecture (EA/SSA) vs. Business Architecture (EA/Business) vs. Operative Architecture (SSA/SA)
- Business Feature vs. Technical Debts vs. Regulatory Requirements
- Business vs. IT
- Standardization vs. Innovation
- Timing vs. Efforts
- Pace vs. Alignment vs. Documentation

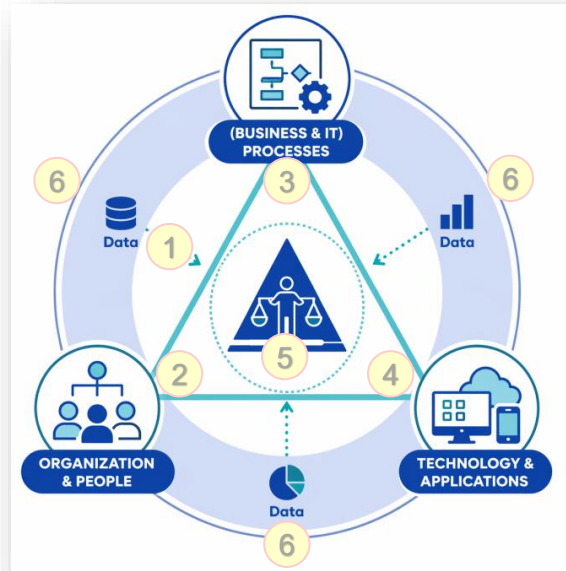


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After

1. Effectively collaborate along processes and across architecture perspectives
2. Optimize responsibilities and decision making – early and aligned
3. Proactively share relevant information – right level of detail and right time
4. Optimize documentation and data collection – within right tool
5. Value and balance different perspectives, priorities and timings
6. Measurable improved way of working and collaboration

Strategy alone is nothing.

Execution driven by trust and speed creates high performance and true transformation.

- 1 Know your stakeholders**
Actively establish, cultivate and orchestrate relationships across business and IT
- 2 Decision Intelligence**
Balance competing perspectives – expectations, limitations, boundaries – to enable informed decisions
- 3 Active Leadership**
Continuously steer and govern transformation – monitor impact, ensure alignment, and adapt fast
- 4 Transparency creates Trust – and Trust enables Transformation at scale**
- 5 Stay curious and continuously learn – Adaptability is the key EA skill of the future**



Thank you for your attention!



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Senior Enterprise Architect for

- Reinsurance Non-Life,
- Corporate Underwriting,
- Data Analytics & Artificial Intelligence,
- Risk Management

Pushing the boundaries of insurability

Munich Re Group
Company Presentation

Munich RE 

Our foundation

146 years of experience
in managing risks

International presence
and scope

Consistent and long-
term partnerships



Image: Marcus Buck / Munich Re

Our expertise

Outstanding competence in the fields of reinsurance, primary insurance and asset management

Thought leadership and pioneering role

Innovative strength in understanding and dealing with emerging risks

Underwriting and investment excellence

Full range of products and services

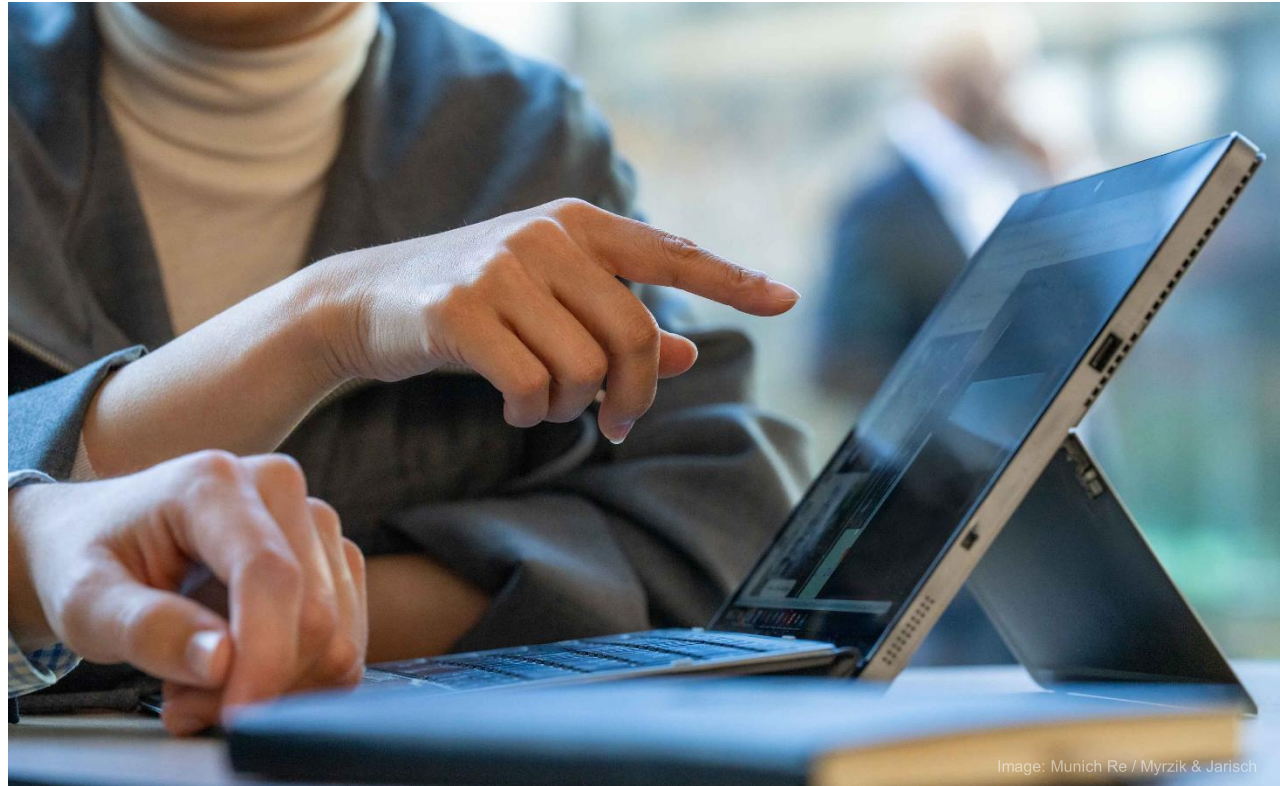


Image: Munich Re / Myrzik & Jarisch

Our brands

Munich Re Group exists of well-known brands standing for extraordinary expertise in the business fields reinsurance, primary insurance and asset management.

Group

Reinsurance



Munich Re Specialty

Primary insurance



Asset Management



Our Ambition 2030

Outpeak, Outpace, Outperform



Outpeak

Climbing higher

Take superior decisions in underwriting and investments

Attract, grow and retain the best talents

Diversify portfolios for earnings resilience



Outpace

Moving faster

Reduce complexity

Accelerate decision-making

Be the first to anticipate risk and business trends



Outperform

Staying ahead of the competition