

# Building an Innovative Culture

---

2018 Underwriting Issues and Innovation Seminar

## Panelists

**Wendi Bukowitz**

Munich Reinsurance America

**Farron Blanc**

RGA

## Moderator

**Phil Murphy**

Munich Re

---

# Discussion Questions

- Question #1 – It's no secret that our industry is in the early stages of dynamic change that will likely only accelerate over time.
    - As a starting point, perhaps you can briefly describe your role and what your company was seeing in the market that led to its creation?
    - How does your area connect to your organization's overall strategy around innovation?
-

# Discussion Questions

- Question #2: Clearly your organization saw a need and opportunity. Change is exciting but it can be difficult.
    - How are you defining success in the area of innovation?
    - What are one or two things your organization has done well to maximize your chances for success?
-

# Discussion Questions

- Question #3: I'm sure mistakes have been along the way as you established your groups. Can you share a lesson learned or two? What was it? How was it overcome? And how is it accounted for going forward?
-

# Discussion Questions

- Question #4: Speaking of lessons learned, a supportive culture needs to be in place. I'll alternate between each of you on the following questions. Asking one to go in-depth and the other that enhance and vice versa.
    - In your opinion, what is the role of the company to establish a culture of innovation (both formal and informal)?
    - How about the role of the employee?
    - How do goals of metrics change for both the company and the employee?
    - How about leadership in these times? How do the competencies of those in leadership positions need to change? For example, I've heard that it's not uncommon for "middle management" to be the roadblocks for innovation.
-

# Discussion Questions

- Question #5: Let's look outside the company to the customer as you define customer. How is the customer accounted for as companies are trying to be innovative?
-

# Discussion Questions

- Question #6: InsurTech
  - A few startups are at this conference. Any high level observations about how to best engage with groups like this in order to maximize the chance for a win/win?
  - What about speed to iterate? Generally speaking, the insurance industry isn't known for being nimble.
  - We hear a lot about disruption. Do you view a startup as the most likely disrupter or a tech giant like Amazon as being the more likely disrupter?
-

# Discussion Questions

- Question #7: We touched on several areas this morning:
    - the notion that innovation is not an event nor one size fits all
    - the importance of culture and leadership
    - the role of the consumer,
    - and role of technologies and partners.
-

# Discussion Questions

- Do you have any general comments before we open the floor to the audience for questions?
-