

Il termometro dei mercati finanziari (25 Ottobre 2019)

a cura di Emilio Barucci e Daniele Marazzina

26/10/2019 23:08



L'iniziativa di Finriskalert.it "Il termometro dei mercati finanziari" vuole presentare un indicatore settimanale sul grado di turbolenza/tensione dei mercati finanziari, con particolare attenzione all'Italia.

Il termometro dei mercati finanziari						
25-Oct-19	Legenda					
Valutazione complessiva		Calma		↑	miglioramento	
				↔	stabile	
		Tensione		↓	peggioramento	
Mercati italiani	25-Oct		18-Oct	11-Oct	4-Oct	27-Sep
Rendimento borsa italiana	1.29	↑	0.71	3.24	-2.48	-0.48
Volatilità implicita borsa italiana	15.14	↑	17.28	17.99	18.93	17.68
Future borsa italiana	22565	↑	22260	22050	21410	21885
CDS principali banche 10Ysub	392.13	↑	398.56	407.07	416.61	415.42
Tasso di interesse ITA 2Y	-0.09	↓	-0.12	-0.11	-0.19	-0.24
Spread ITA 10Y/2Y	1.14	↔	1.15	1.16	1.02	1.07
Mercati europei	25-Oct		18-Oct	11-Oct	4-Oct	27-Sep
Rendimento borsa europea	1.26	↑	0.27	3.57	-2.80	-0.71
Volatilità implicita borsa europea	12.95	↑	13.82	14.25	16.33	14.54
Rendimento borsa ITA/Europa	0.02	↓	0.44	-0.34	0.31	0.24
Spread ITA/GER	1.42	↔	1.42	1.49	1.42	1.41
Spread EU/GER	0.56	↔	0.56	0.58	0.59	0.58
Politica monetaria, cambi e altro	25-Oct		18-Oct	11-Oct	4-Oct	27-Sep
Euro/Dollaro	1.11	↔	1.114	1.104	1.098	1.095
Spread US/GER 10Y	2.18	↓	2.14	2.19	2.10	2.25
Euribor 6M	-0.35	↓	-0.349	-0.375	-0.387	-0.376
Prezzo Oro	1509.25	↓	1490	1482	1508	1492
Spread 10Y/2Y Euro Swap Curve	0.42	↔	0.41	0.40	0.32	0.30

Significato degli indicatori

- Rendimento borsa italiana: rendimento settimanale dell'indice della borsa italiana FTSEMIB;
- Volatilità implicita borsa italiana: volatilità implicita calcolata considerando le opzioni at-the-money sul FTSEMIB a 3 mesi;
- Future borsa italiana: valore del future sul FTSEMIB;
- CDS principali banche 10Ysub: CDS medio delle obbligazioni subordinate a 10 anni delle principali banche italiane (Unicredit, Intesa San Paolo, MPS, Banco BPM);
- Tasso di interesse ITA 2Y: tasso di interesse costruito sulla curva dei BTP con scadenza a due anni;
- Spread ITA 10Y/2Y : differenza del tasso di interesse dei BTP a 10 anni e a 2 anni;

- Rendimento borsa europea: rendimento settimanale dell'indice delle borse europee Eurostoxx;
- Volatilità implicita borsa europea: volatilità implicita calcolata sulle opzioni at-the-money sull'indice Eurostoxx a scadenza 3 mesi;
- Rendimento borsa ITA/Europa: differenza tra il rendimento settimanale della borsa italiana e quello delle borse europee, calcolato sugli indici FTSEMIB e Eurostoxx;
- Spread ITA/GER: differenza tra i tassi di interesse italiani e tedeschi a 10 anni;
- Spread EU/GER: differenza media tra i tassi di interesse dei principali paesi europei (Francia, Belgio, Spagna, Italia, Olanda) e quelli tedeschi a 10 anni;
- Euro/dollaro: tasso di cambio euro/dollaro;
- Spread US/GER 10Y: spread tra i tassi di interesse degli Stati Uniti e quelli tedeschi con scadenza 10 anni;
- Prezzo Oro: quotazione dell'oro (in USD)
- Spread 10Y/2Y Euro Swap Curve: differenza del tasso della curva EURO ZONE IRS 3M a 10Y e 2Y;
- Euribor 6M: tasso euribor a 6 mesi.

I colori sono assegnati in un'ottica VaR: se il valore riportato è superiore (inferiore) al quantile al 15%, il colore utilizzato è l'arancione. Se il valore riportato è superiore (inferiore) al quantile al 5% il colore utilizzato è il rosso. La banda (verso l'alto o verso il basso) viene selezionata, a seconda dell'indicatore, nella direzione dell'instabilità del mercato. I quantili vengono ricostruiti prendendo la serie storica di un anno di osservazioni: ad esempio, un valore in una casella rossa significa che appartiene al 5% dei valori meno positivi riscontrati nell'ultimo anno. Per le prime tre voci della sezione "Politica Monetaria", le bande per definire il colore sono simmetriche (valori in positivo e in negativo). I dati riportati provengono dal database Thomson Reuters. Infine, la tendenza mostra la dinamica in atto e viene rappresentata dalle frecce: ↑, ↓, ↔ indicano rispettivamente miglioramento, peggioramento, stabilità rispetto alla rilevazione precedente.

Disclaimer: Le informazioni contenute in questa pagina sono esclusivamente a scopo informativo e per uso personale. Le informazioni possono essere modificate da finriskalert.it in qualsiasi momento e senza preavviso. Finriskalert.it non può fornire alcuna garanzia in merito all'affidabilità, completezza, esattezza ed attualità dei dati riportati e, pertanto, non assume alcuna responsabilità per qualsiasi danno legato all'uso, proprio o improprio delle informazioni contenute in questa pagina. I contenuti presenti in questa pagina non devono in alcun modo essere intesi come consigli finanziari, economici, giuridici, fiscali o di altra natura e nessuna decisione d'investimento o qualsiasi altra decisione deve essere presa unicamente sulla base di questi

dati.

Re-thinking Decision-Making for Finance with Digital disruption and AI

a cura Deloitte

22/10/2019 10:20

How Digital transformation is transforming CFOs agenda

Digital Transformation in the Financial Services is **changing the way how business operates** leveraging on new technologies and processes **to create—and to sustain—a competitive advantage**, by improving efficiency, empowering new products and services, enabling new business models to overcome the boundaries among industries.

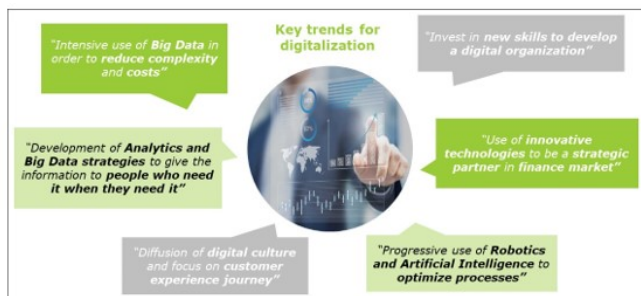


Figure 1. Financial Companies investments in digital transformation are part of their strategic plan goals

Looking at the Finance area, the Digital Transformation is being started to re-think and support the core processes and to introduce new innovative ones, as emerging from the CFOs agenda[1]:

- Finance success will be related to a **combination of humans, robots and algorithms, as stated by over 42% of CFOs**, implying the need for new processes definition impacting the way Business is supported in the **Decision-Making process**;
- New technologies, such as Artificial Intelligence, will represent a distinctive factor to raise the bar of **prediction and accuracy - over 60% of Finance Leaders say that using data science** and leveraging on power of **advanced analytics** is a top influence on their strategy for delivering accurate financial reports **to support/anticipate business decisions**;
- The time dedicated to traditional activities in favour of strategic and highly innovative activities is decreasing[2], expecting a **shift from standard reporting/analysis to cognitive/predictive analysis**.

Several **constraints for Finance growth are internal** (organization structure, siloed behaviors, culture, inefficiency, etc.), as **80% of CFOs** are declaring, leading to the identification of new interventions to **change their organizational model**

supported by the new technologies

The **focus** highlighted by Finance Leaders **on actuals and predictions** accuracy to proactively **support** the business **Decision-Making** process leveraging on **Big Data and AI** has a **specific impact on “Planning & Control” transformation** and streamlining **journey**.

How Planning & Control is going to rethink the support to Decision-Making

Within the CFO area, Planning and Control function is preparing for its own streamlining, boosted by the digital transformation

1.Roles & Operating Model, P&C as a new Business Partner

The application of **Automation, Robotics and AI** will allow Planning & Control functions to re-interpret and reinforce the **“proactive partnering” role**, providing Business people (Relationship Managers, Sales, Traders etc...) with “just in time” data, new insights, advanced visualization and storytelling - moving from the “cut and paste” era, spending time to crunch and reconcile figures, to **“advanced financial analyses”** one, granting continuing osmosis with commercial and business areas.

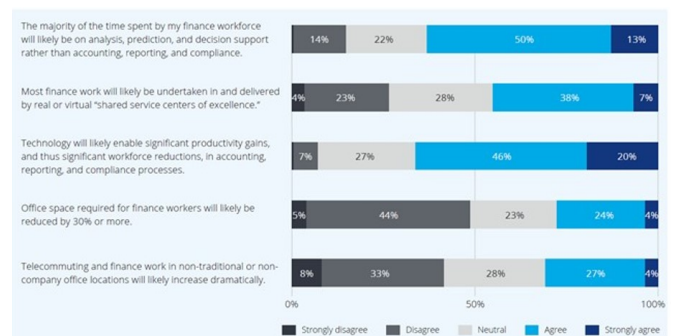


Figure 2. Finance work expectations in three years — Percent of CFOs selecting a specific level of agreement for each statement; Source: CFO Signals, Q3 2018, CFO Program, Deloitte LLP

“What does this tell me about the business?” and “How can the business close gaps in performance expectations?” will be the future key questions, requiring for a strong business centric service, dedicated new skills and new organizational structures:

- **Business centric operating model** will lead to new agile pool of resources with differentiated service levels for the different business stakeholders (e.g. co-location, co-processes and new technological solutions will be key to grant business and P&C people constantly connected)
- **Cross-functional teams** leveraging on differentiated but **integrated competences** will include not only business experts, but also “Finance Data scientist” (statistical and mathematical models skills), “Finance Data engineer” (data preparation and visualization skills) together with story-tellers and cognitive psychologists
 - **Contamination** between Business traditional specific roles and the “Data Science” will be key to unlock the potential and to enable the creation of value stemming from the (Big) Data and AI
 - This network of teams will not be able to be ready in

the near future if a **dedicated “re-skilling” program** won't take place supported by the Talent function

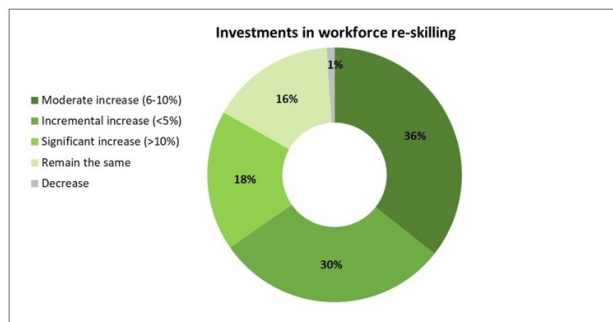


Figure 3. Investing in workforce re-skilling — How organizations are planning investments in re-skilling their workforce; Source: Deloitte Global Human Capital Trends survey, 2019

- **New “orga charts”** will come up in the next years, where Planning and Control function will continue to be a key role for the CFO, but as some players are already experiencing, “hub & spoke” models will take place to leverage on one hand on a central strong governance, and on the other hand with the possibility to have effective peripheral impact with business departments (e.g. Corporate)

2. Planning & Control cycle revolution

The standard “**Planning & Control**” cycle, where periodic phases are envisaged with e.g. monthly and quarterly cadence, **is less and less consistent with the new digital bank business models**, where everything happens quickly and the Decision Making process is always more a “matter of seconds”.

Following this new approach, **Planning & control function will no longer “simply” plan the business and control the results**, but supported by the new AI/tech solutions will play a more business integrated role. This will be much more inclusive and close to the business, where the **cooperation will be granted on a daily/“on demand” basis** and not only during the periodic close.

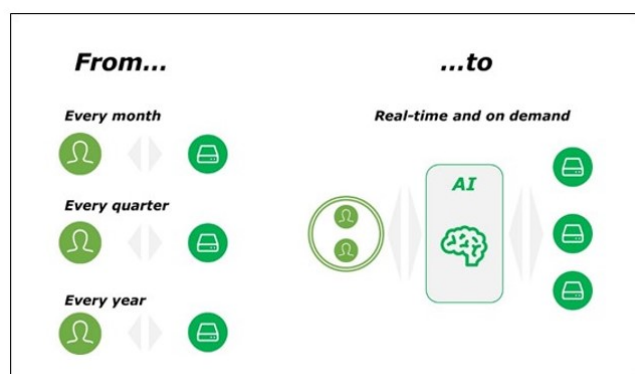


Figure 4. Artificial intelligence techniques and technologies allow the evolution of reporting from periodic closing to real-time insight

For this reason, an evolution of this standard cycle seems to be not only useful, but also a key survival factor to be able to answer and support business people. This will lead to a **paradigm overturning from the pure “Planning and Control” to the**

future “**Foreseeing, Oversight and Advice**”:

- **Foreseeing**, to **predict future market trends** and create competitive advantage through, for example, advanced analytics and machine learning solutions applied to apparently unrelated features;
- **Oversight**, to achieve **streamlined and automated supervision on performance management controlling** through the adoption of AI techniques with a wider scope and a data science driven view (e.g. machine learning on selected features, performance monitoring on algorithms output);
- **Advice**, to closely and actively **support the top management and commercial network in decision making** through artificial intelligence methodologies which provide augmented awareness of data through deeper insights and hidden patterns, amplifying human capabilities. As a result, humans are able to enrich these insights with their unpaired feel and understanding of the business.

These three elements are structurally interrelated and imply a **new processes** and **operating framework** definition: leaving behind operative tasks which will be replaced by robots and algorithms, people will do more human work including exception based and insight driven activities.

In addition to internal pros, real-time and self-service access to data has another positive outcome on the capability to provide fast response to the increasing demand of information from external stakeholders (e.g. regulators, investors), **leading to a progressive convergence between internal and external needs.**

3. Data, models and functions: the ingredients of Innovation

The **automation and AI represents** for the Finance Area, and specifically for Planning & Control, a **key transformation opportunity** which will affect all the core traditional processes, granting more efficiency, but also the innovative ones to bring new insights, real time suggestions, etc.

The **automation and AI represents** for the Finance Area, and specifically for Planning & Control, a **key transformation opportunity** which will affect all the core traditional processes, granting more efficiency, but also the innovative ones to bring new insights, real time suggestions, etc.

Data feeding, elaboration and reporting are going to be revised to benefit from the new technologies:

- **Data feeding** volume, variety and velocity **will be supported by new architectures**, mixing both traditional relational models with big data one, including new and unstructured data which can be more easily integrated and used to support business analysis (e.g. relationship manager, network default contagion for risk evaluations, etc.)
- **Data elaboration and models will be strongly improved** both in terms of:
 - **“process timing”** which allows to increase the

efficiency and reduce the effort of human interventions (e.g. cognitive solution to automatically perform data forecasting on past figures)

- **“data enhancement/augmentation”**, which allows to generate new figures and insight, leveraging on advanced data science algorithms (e.g. predictive forecasting solution, aimed at predicting the financial future of Business thanks to algorithm able to “learn” from previous cycles, passing from “pure planning” to “foreseeing and oversight”) - Artificial Intelligence is a relevant mean to reduce cognitive bias coming from human behavior[3], therefore these solutions will transform the capability supporting the “decision making process”.

- **Data reporting will no longer be prepared/integrated manually via human activities.** However, it won't just be a matter of full automation only to increase the efficiency, but it will be revised to offer a **new user experience boosting the process.** For example, the application of **Deep Learning-NLP solutions will enhance reporting experience**, leveraging on linguistic rules to both navigate data and reports and for “instant commenting” via language rules which mimic business speech. This will be a significant contribution to pass from pure profitability results monitoring to a proactive advice, where business support is boosted with less risk of cognitive bias.

An applied case of transformation leveraging on AI applied case of transformation leveraging on AI

The **banking ecosystem is actively responding to the transformation** strengths with dedicated strategies to evolve. Many distinctive characteristics of such evolution can be observed on **one of the largest European banking groups** where **AI** and its applications are **one of the main pillar of the multi-year industrial plan.** In this case the Group is **moving on two drivers adopting a two-speed roadmap:**

1. On one side, it is **rapidly implementing AI best practices in the Finance area** where **main applications** are seen in **performance management** processes. **Predictive models** and **cognitive solutions** have created **discontinuity on the traditional way of thinking and working.** For example, in **forecasting processes, predictive intelligence algorithms** have been adopted to **enhance profitability engines**, which now provide:
 - **Increased accuracy** of profitability estimate through regression trees and ARIMA model for time series forecasting
 - **Reduced number of manual corrections** made by the controllers and optimized processes.
 - **Single-client profitability** to drive capital allocation adjustments through classification trees and K-means algorithm for client clustering
2. On the other side, the Group is deeply committed on a **long term transformation path of its workforce and organization;** the Group has put in place **relevant investments to re-skill** its workforce through **highly**

specialized training programs (e.g. for the Finance Data Scientist). As a direct consequence, the Group is also **re-designing its organization** to have AI coverage on as many areas as possible, thus making it a strategic asset to support transformation.

Along with these new challenges, the Group has also set up a **strategy to fill the gap in areas of improvement** which represent a **key success factor for the “AI value chain”** to work correctly:

- **Upstream**, data need to meet high quality standards to allow AI to generate significant insights; source redundancy has to make room for single point of truth; as of today, P&C and, in general, Finance IT systems are still affected by some silos causing partial synergies with other areas, Risk for instance
- **Downstream**, processes and analysis are still partially biased by a mindset oriented to traditional P&C cycles. Reporting processes are still tied to periodicity and clearance/reconciliation purposes reducing the possibility of being an enabling factor to achieve ongoing strategic decision making support and business partnership.

Despite the Group has moved its beginning steps into this transformation journey, the **Finance area has started acknowledging** the added **value** that **first AI applications** are delivering.

What's next

Finance leaders are going to investigate and consolidate the answers to the strategic questions to effectively manage the Digital Transformation, **increasing the awareness on how AI solutions**, which are growing exponentially, **can support the Decision-Making.**

While operational finance will be potentially leaner in the near future thanks to automation and robotics solution, the expectations for **support from Business Finance to the Decision-Making** (Business partnering, reporting, budgeting, forecasting,) **will continue to grow.**

The timing and the characteristics of this grow will depend on both the internal maturity/awareness of the Finance area **and new technologies reliability** which will lead to **different paths of evolution**, from cherry-picked process redesign to advanced finance models evolution, wide people re-skilling and technology scale-up **to effectively be business partners achieving synergies among the organization's functions.**

Autori:

Luigi Mastrangelo - Partner, DCM Finance & Performance Offering Leader

Davide Grassi - Director, Deloitte Consulting

Rosario Laface - Senior Manager, Deloitte Consulting

Michele Angarano - Manager, Deloitte Consulting

Alice Cortese - Consultant, Deloitte Consulting

[1] *CFO Forums, CFO Transition Lab™, Deloitte Dbrief webcast*

Mario Draghi: ECB press conference — introductory statement

26/10/2019 09:05

Based on our regular economic and monetary analyses, we decided to keep the **key ECB interest rates** unchanged...

<https://www.bis.org/review/r191024c.htm>

Investigating the impact of global stablecoins

26/10/2019 09:04

Payments are in a state of flux, and innovation is extensive. Domestic payments, in most instances, are increasingly convenient, instantaneous and available 24/7...

<https://www.bis.org/cpmi/publ/d187.htm>

ESAs seek to promote consistent application of the PRIIPs Regulation to bonds

26/10/2019 09:03

The statement responds to uncertainty as to the scope of the PRIIPs Regulation...

<https://www.esma.europa.eu/press-news/esma-news/esas-seek-promote-consistent-application-priips-regulation-bonds>

President Xi Says China Should 'Seize Opportunity' to Adopt Blockchain

26/10/2019 09:02

Xi Jinping, President of the People's Republic of China and General Secretary of the Communist Party of China, said the country needs to "seize the opportunity" afforded by blockchain technology...

<https://www.coindesk.com/president-xi-says-china-should-seize-opportunity-to-adopt-blockchain>

Le opinioni riportate negli articoli e nei documenti del sito www.finriskalert.it sono espresse a titolo personale dagli autori e non coinvolgono in alcun modo l'ente di appartenenza. Gli articoli e documenti pubblicati nel sito e nella newsletter FinRiskAlert hanno l'esclusiva finalità di diffondere i risultati di studi e ricerche a carattere scientifico. Essi non rappresentano in alcun modo informazioni o consulenza per investimenti, attività riservata, ai sensi delle leggi vigenti, a soggetti autorizzati.
