Managing business performance and detecting outliers in financial services
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Executive Summary

For financial organizations, the practice of exception management is as old as time itself. But with increased regulation, millions of daily transactions, and multitudes of siloed information systems, managing revenue, risk, and compliance has become increasingly difficult. To meet the need for timely and consistent risk analysis, managers, traders and analysts must be able to instantly examine risk across all activities and classes, detect outliers and trends, and freely perform analysis without being constrained by pre-built queries. This paper examines ActiveMonitor, which provides a framework for exception management in compute-intensive financial environments. Operating over Big Data, ActiveMonitor defines, monitors and acts upon key performance indicators to enhance business performance and enable exceptional exception management.
In today’s fast-changing and unpredictable business environment, managers are facing an increased expectation for agility and responsiveness. They must demonstrate their ability to identify and rapidly respond to changing market dynamics, unusual patterns, disruptive events or significant deviations in their key business metrics. They are expected to immediately detect the situations that require their immediate action or further investigation, in order to steer the business in the right direction and remain in control at all times.

In this context, management by exception is a valuable practice by which only the information that indicates a significant deviation of actual results from planned or expected results is brought to the management’s notice. If they are equipped with the proper tools to manage situations by exception, managers are able to focus their attention on the really important tactical and strategic tasks, without being distracted by things that are performing normally.

Looking for Red Flags

Management by exception holds a number of benefits. The first and perhaps most obvious benefit is agility. Because managers are notified of the most important things to look at, the risk of missing or overlooking an important event is significantly reduced. They are in a better position to quickly respond to a sudden change in business patterns, to grab a new opportunity, to solve an unexpected issue or to deal with an unusual event. This results in enhanced operational efficiency.

The other benefit of managing situations by exception is enhanced control. Managers can identify problem areas before they are out of their control, look for causes and take corrective action before it is too late. As a result, they have a better grip on the business. In fact, management by exception is a useful practice to adopt, in order to decrease operational risk.

Managing by exception also accelerates decision-making in situations that require the involvement of several hierarchical levels and different teams. A decision that cannot be made at one level of management is passed on to the level above.

The timely and accurate analysis of the wealth of information that is now available with Big Data facilitates the process of managing situations by exception. If managers have the ability to measure more things in a more sensible and accurate manner, they are able to focus on the really important tactical and strategic tasks that will make a difference. This, however, requires upfront clarity about what to measure and how performance should be evaluated. Since “You cannot manage what you cannot measure”, it is critical to define and monitor the right performance indicators.
Key Performance Indicators form the basis of management by exception and to business performance management in general. Key Performance Indicators, also known as KPIs, help an organization define and measure its progress toward a set of predefined goals. KPIs provide a point of reference against which performance is measured on an ongoing basis.

The high level requirements to manage situations by exception using KPIs are highlighted above. The ability to meet these functional requirements depends on the usage of a monitoring and analytical environment that supports an enforceable workflow for end-to-end KPI management.

**KPI DEFINITION**

What do we want to measure? Which metric?

What is the goal that the metric should be measured against?

How many KPIs do we need? For how long is a KPI valid?

Who is entitled to create/approve a new KPI?

How do we share KPI data among all stakeholders?

**KPI MONITORING AND REAL-TIME NOTIFICATIONS**

How do we capture a change in the KPI value?

Who should be alerted in case of a KPI breach?

How do we qualify a meaningful alert?

**ROOT CAUSE ANALYSIS**

How do we explain the KPI breach?

What is the context of the KPI breach?

How to perform further analysis within this context?

**ACTION**

What is the escalation path in case of KPI breach?

How do we report actions in an auditable way?

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**Key Performance Indicator**

KPIs are usually defined as the combination of a measure and a goal. In the world of finance, management by exception relates to a large extent to the management of limit breaches. A typical KPI example is the calculated Value at Risk of a book (i.e. the measure) and the maximum VaR limit per book (i.e. the goal). However, a KPI can also be used to define specific goals, such as the appetite for risk or a PnL goal.

Using KPIs facilitates the identification of any deviation between the effective value of the measure and its associated goal (or in other words, ‘exceptions’). Exceptions materialize when the measure in the KPI goes above or beyond the goal that has been defined as the point of reference. A breach in a KPI can be the sign of an outlier, an error, a disruptive or abnormal event, an unusual pattern, or a change in trend.

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ActiveMonitor – Managing exception in compute-intensive financial environments

ActiveMonitor, ActiveViam’s business operations management solution, forms the backbone of effective management by exception in the Big Data era. ActiveMonitor provides a framework to create, monitor, analyze, and act on Key Performance Indicators, within a collaborative and controlled environment that enhances business performance management by exception.

ActiveMonitor builds on and extends the ActivePivot high performance analytics backbone to deliver an integrated solution that:

- Enhances operational intelligence of complex, data-intensive business processes
- Accelerates decision-making in time-sensitive environments
- Streamlines collaboration and facilitates organizational alignment

ActiveMonitor’s unique ability to deliver end-to-end KPI management yields significant value in the following two contexts:

- The use of KPIs in the context of complex, compute-intensive metrics spanning large volumes of heterogeneous data. For example, the proactive detection and the subsequent analysis of outliers hidden in hundreds of complex aggregated indicators (such as the VaR), commonly used to manage risk exposure and certify PnLs on an intraday basis.

- The use of KPIs in the context of time-sensitive metrics that span large volumes of highly volatile fast-changing data. For example, the real-time monitoring of breaches on thousands of risks limits assigned to a trading desk and the ability to take corrective actions immediately.

End-to-end KPI management

ActiveMonitor facilitates management by exception by enforcing a process consisting of four steps.

**Step 1 – Definition of meaningful KPIs**

The first step is to define which KPIs should be used. This is a multi-step process that requires the involvement of several stakeholders with different roles and privileges. Typically, KPIs differ per organization, per business unit, per use case. KPIs are labeled differently depending on what needs to be measured and who is using them. Labels include Key Performance Indicator/KPI, Key Risk Indicator/KRI, Key Quality Indicator (KQI) to name but a few. However, despite the variety of different names, they act as a single point of reference for desired success.

It is therefore important that all stakeholders have a chance to discuss KPIs with their peers and their managers before KPIs are approved. This requires an environment where roles and responsibilities are clearly defined.

With ActiveMonitor, managers and business users alike can manage the definition and the approval of KPIs by using a collaborative environment that mirrors the organizational structure.

Example of a KPI:

Here is an example of a KPI that measures the maximum loss allocated for PnL per Product per Desk.

When the actual amount of PnL reaches 80% of the authorized threshold, ActiveMonitor changes the traffic light associated with the KPI to red. That is to inform business users of a significant change in the KPI status and a potential risk of KPI breach.
A KPI is a rich object that has several properties, among which are the following:

- **Goal**
  What is the point of reference, the desired outcome? This can be a limit, a utilization rate, a risk goal, a PnL goal...

- **Calculated measure**
  What is the value of the KPI at a given time? This is a calculation formula. It can be displayed in different ways: a numeric value, a percentage of achievement...

- **Time validity**
  How long is the KPI valid for? The validity of a KPI can be defined for a specific lapse of time. A month, one day, one minute or even an interval of two minutes within a day.

- **Status**
  What is the status of the measure when compared to the goal? Is the measure within the predefined boundaries, above or below? In either case, is it a positive sign or a negative sign? The status helps put the metric into context.

- **Trend**
  How has the KPI evolved since it was last updated?

The collaborative process in ActiveMonitor around the definition and the approval of new KPIs enhances control and transparency. This process ensures that relevant KPIs are used at all times. It mirrors what the organization wants to measure, depending on how their strategy is evolving. Many banks are facing a deluge of limits – sometimes thousands of them – that have been created in an ad-hoc manner, outside of any controlled environment. It is a colossal task to maintain and monitor so many limits over time, to ensure that they are relevant and that they are used by the right people. In the end, many banks use only a small fraction of all available limits. By bringing a controlled framework, ActiveMonitor avoids the proliferation of KPIs that are irrelevant to the organization or obsolete.

Here is a typical workflow associated with the definition of a new KPI.

1. **Creation**
   To create a new KPI with ActiveMonitor, the user makes a selection from the list of available KPI templates. Because KPIs' attributes vary depending on users' requirements, ActiveMonitor provides the flexibility to configure multiple templates per KPI depending on the attributes that a user finds relevant to his KPI. Once he has selected the appropriate template, the user qualifies his KPI by filling in the requested KPI attributes fields.

2. **Validation**
   Once submitted, the new KPI goes through an approval workflow. Approval paths and involved stakeholders can be easily defined in ActiveMonitor. KPI approval is an iterative process with intermediary back-and-forth exchanges that are repeated until all involved parties are fully aligned. The definition and the subsequent approval of a KPI is mapped with the privilege levels and the roles of the stakeholders, in order to mirror the organizational structure.

3. **Activation**
   Once they have been approved, KPIs are published in a common view. They become visible to all involved stakeholders, based on their role and their privileges. At this point, KPIs also become fully auditable.
Step 2 – KPI monitoring and real-time notification

Continuous KPI monitoring is a prerequisite for situation awareness. Once a goal has been defined, actual measures must be monitored on a continuous basis so that exceptions can be detected.

With business processes growing in complexity, managers are faced with an increasing amount of metrics that they must simultaneously follow. However, they do not have the time to keep an eye on hundreds of metrics, trying to detect meaningful changes that are worth investigating. Furthermore, hiring hundreds of analysts to monitor a host of metrics would be difficult to justify. Therefore managers and operational users want to be instantly and automatically alerted whenever measures breach a limit, meet a combination of specific conditions, or evolve in an unusual way. In other words, managers prefer to have meaningful events pushed at them so that they can focus on situations that require their immediate attention. This is much better than having to ‘pull’ events.

ActiveMonitor continuously monitors KPIs and underlying metrics to deliver instant visibility into the operations.

No useless noise

Any change in the underlying operational systems is immediately propagated to the status of the KPI. Furthermore, ActiveMonitor proactively notifies users of any change in the KPI via rule-based alerts. Users have the flexibility to define the combination of conditions that should be met before an alert is triggered.

For example, a head of desk is able to determine that an alert should be triggered whenever the measure associated with the VaR limit reaches 80% of its target value – indicating that the desk is about to breach the maximum risk exposure limit, or conversely when the VaR limit is below 20% - indicating that the desk doesn’t have enough appetite for risk. This way, business users have the confidence that the alerts they receive are meaningful and well qualified.

In the event of an alert, ActiveMonitor simultaneously notifies and updates multiple entities. For example, when a VaR limit is breached, ActiveMonitor can send an email to the head of desk, while feeding data to a third party application such as a transactional platform like Murex, Calypso or any other web portal or reporting solution. When a KPI breach is reported, users can see it displayed in ActiveUI (ActivePivot’s web front-end interface to ActivePivot), in the KPI dashboard as well as in Excel.

ActiveMonitor’s continuous event processing and real-time notification form a solid basis for management by exception. By pointing to the areas on which they should focus their attention, ActiveMonitor ensures that managers stay in control at all times and don’t miss any disruption, outlier or abnormal trend.

Example:

The status of the PnL limit has turned to red because a trader has created a new trade without executing a strategy to hedge the risk of this new transaction. It is immediately reflected as a “red” status.

An alert is then sent to the trader’s manager, to report the anomaly and prompt for further investigation.
Advanced exception monitoring

Managers are also able to introduce a time window in the qualification of KPI breach and the subsequent alert mechanism. In this way, alerts are triggered only when the breach condition is observed across a predefined period of time.

The introduction of a temporal factor in the monitoring of a KPI is particularly useful in the financial market environment, where a given trading strategy could consist of multiple transactions executed at different times but eventually cancel each other out. The impact of a new trade that may result in a limit breach could be offset by the processing of hedge trade a few minutes later, resulting in the KPI going back to a normal status.

Although a breach was observed, it did not last long enough for the conditions of an alert to be met. This is an advanced example of management by exception, taking into account the time constraint.

Example:
Consider the breach to be qualified when the aggregated value of the PnL stays below -100 for more than 60 seconds. Assuming that the hedge strategy is executed during this time window, ActiveMonitor will not generate any alert.

The systematic generation of an alert whenever there is a limit breach would in that case result in too many notifications, overloading managers with information that does not require immediate action.

Instead, ActiveMonitor triggers alerts only when the breach is observed for more than a few seconds or a few minutes. The duration of the breach is a meaningful event itself, because it may indicate that the hedging strategy should be revisited.

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Step 3 – Root-cause analysis

Multidimensional root-cause analysis

The combination of ActiveMonitor and ActivePivot’s in-memory processing provides business users with a multidimensional analytics environment that allows them to explore a KPI along any axis that is relevant to them, to filter data or to group it with a view to following up or verifying any thoughts or theories they may have regarding the data. Results are displayed in a split second. Consequently, users can perform accurate root cause analysis, without being forced to use pre-canned reports or pre-aggregated KPIs that lack the required depth of data. Multidimensional analytics delivers the underlying context that eventually turns a notification into valuable information. Through the provision of meaningful insight, users can make corrective decisions, based on a wider range of data.

Whilst the notification of a breach is an invitation to investigate further, it is only a means to an end. In fact, the ability to explain why a KPI has changed status and to identify its root cause is a fundamental element of effective management by exception. To that end, users need to be able to analyze a breach across many dimensions, such as products, country, legal entity, counterparty etc. Furthermore, they need to put a given breach into its proper historical context in order to understand which succession of events, or which combination of factors, resulted in the breach.

Along with real-time notifications, ActiveMonitor delivers the contextual and historical information that allows business users to perform effective root cause analysis. Analysis can be conducted immediately or at any future point in time.
As-of analysis

ActiveMonitor delivers full visibility of the reasons why the status of the KPI has changed, at the exact moment the alert was triggered. Acting as a time machine, ActiveMonitor allows business users to go back in time to perform ‘as-of’ root cause analysis. In fact, ActiveMonitor recreates the exact conditions of the breach and delivers the contextual data at the precise moment in the past when the breach occurred. The ability to analyze the context of an alert ‘ex-post’ is particularly valuable in highly volatile environments with operational data streaming in at a high frequency, as is the case in financial markets: By the time managers are able to look at an alert, it is likely that the context in which the alert happened has changed completely. In other words, managers face the risk of losing the valuable contextual data that surrounds the alert, should they not immediately delve into it.

With ActiveMonitor, business users can look for the root cause of an alert that took place in the past and be confident that the underlying contextual data will always be in sync with the alert itself. Also when they conduct their analysis on those past events, they can even navigate the then-current data following their train of thought, transparently adding or removing any dimension as they wish.

Example:

Users have the ability to analyze the context of the breach at each time point. Each time point can be compared to a “snapshot” of the data.

This freedom of analysis allows business users and managers to prioritize the alerts they are dealing with, addressing the most time-sensitive first, and leaving less urgent ones until later. To summarize, ActiveMonitor allows users to perform detailed analysis on exceptions at a time that is both convenient and appropriate for them.
Managing situations by exception eventually requires corrective actions to be taken, following an escalation path that is aligned with the organizational structure.

There are several possible actions that can be embedded in the KPI workflow based on ActiveMonitor. Examples of actions include “Approve”, “Disapprove”, “Adjust the goal of the KPI”, “Comment”, “Escalate”, or “Cancel”. Actions are configured in ActiveMonitor to mirror the organizational hierarchy.

Escalation is a multi-step process involving multiple participants with different roles. Specific conditions can be associated with each step of the escalation process, including the involvement of all relevant contributors based on their role and the maximum period of time allocated for each intermediary action. As a result, all stakeholders can bring their individual contribution to the decision-making process, knowing exactly what they have to do. Since they share the same information in a common environment at all times, the process is executed in a reliable and smooth manner.

Above is a graphical, logical representation of a workflow designed in ActiveMonitor to support alert management.

Temporary Goal Extension

One of the possible courses of action is to manually adjust the goal of the KPI for a limited period of time only.

Consider a KPI that defines the maximum loss limit of desk A at -100. At 1:00pm, ActiveMonitor registers a KPI breach of -220, after a trader on desk A has added a new transaction to the portfolio. An option that the head of the desk might consider is to temporarily change the value of the limit from -100 to -240 for one minute. This allows the hedge deal to be processed at a later stage.

ActiveMonitor provides a visual representation of the entire lifecycle of the KPI.

- At 2:14, the head of desk decides to change the limit (the goal) to -240 only for one minute.
- At 2:15, the level of the KPI limit is restored to its original level of -100. As second breach has been generated because the hedge deal is not yet processed.
- At 2:21, the KPI breach is back to normal as the hedge deal is processed in the systems.

With ActiveMonitor, managers are confident that their KPIs reflect the tactics that they want to implement depending on the evolution of their business objectives. As a result, they can use KPIs to steer their business in a very sophisticated way, not only to monitor long-term, strategic goals, but also to support their ad-hoc, tactical actions and other short-term tasks.
Auditability

ActiveMonitor keeps track of every incident. It also records all corrective actions that have been taken in order to provide a reliable audit trail. Managers can use this for reporting purposes. By keeping a detailed history of events that paved the lifecycle of a KPI, ActiveMonitor improves corporate governance. It also helps managers improve the overall efficiency of their core business processes.

Summary

Exception management, at its most basic level, is about focusing early on the most critical issues that require attention.

ActiveMonitor provides this capability to its fullest for multiple stakeholders. Regardless of data volume, data volatility, data storage, or computational logic needed, Sentinel provides real-time metrics and alerts that improve risk management, accelerate response and enhance overall business performance.
Key Benefits

- Measurement of business performance based on meaningful KPIs
  An enforceable workflow that supports the definition and end-to-end management of the indicators required to measure operational performance. The KPI governance framework enhances transparency and consistency in the way performance is measured across the organization.

- Focus on meaningful events
  Managers are notified whenever KPIs breach a limit or evolve in an unusual way. This allows them to focus on those KPIs that require immediate attention. In-depth ‘on the spot’ and ‘as of’ root cause analyses result in a clearer understanding of which combination of factors has impacted the KPI. This helps business users choose the most appropriate course of action.

- Real-time operational awareness
  Managers get instant visibility into the operations. Events that impact the value and the status of KPIs are monitored in real-time. By keeping track of what is happening in the underlying operational systems and making issues, outliers or opportunities visible quickly, the ActivePivot suite supports real-time situation awareness.

- Organizational alignment
  The ActivePivot suite facilitates the alignment of various stakeholders behind common goals by providing a “golden repository” of KPIs that are both visible and always up to date. Business users with different roles and responsibilities are able to collaborate and contribute to the decision-making process in the most efficient way.

Need more details or want to ask us a question?

Contact us on activeviam.com
About ActiveViam

ActiveViam provide precision data analytics tools to help organisations make better decisions faster.

ActiveViam started in 2005 with the vision of leveraging in-memory technology to create an analytics platform where businesses could leverage the largest data sets without restrictions, keep them up-to-date in real time and use them to empower their decision makers.

Our goal at ActiveViam, is to let organisations not only make decisions faster, but better; to not only reach their data, but their potential; to not only see their data, but find their way into the future.

ActiveViam is a privately owned company with offices in Paris, London, New York, Hong Kong and Singapore.

For more information please visit: www.activeviam.com