



Deloitte Roundtable on Energy Trading and Supply Amid Energy Market Volatility, Execution Speed, Technology Excellence are Paramount

Amid Energy Market Volatility, Execution Speed, Technology Excellence are Paramount

Five years of extreme volatility have reshaped the energy trading landscape. Geopolitical tension, rapid renewable penetration, regulatory tightening and price turbulence have transformed the fundamentals of energy supply and trading.

Digitalization, previously seen as a lever for efficiency, has become a strategic foundation for resilience and competitiveness.

This synopsis brings together the perspectives of Deloitte, Murex and Fundamental Energy on how energy suppliers and trading organizations can evolve their operating models. It is derived from a joint panel at E-world energy & power 2026.

Although the roundtable took place before recent geopolitical developments, the themes remain fully relevant. In a market defined by continuous shocks, execution speed and technological excellence are emerging as decisive differentiators.

Volatility and execution speed define market performance.

Energy markets are increasingly shaped by volatility. Renewable generation reduces marginal costs but amplifies intraday unpredictability. Market signals now evolve rapidly, requiring faster interpretation, stronger analytical capabilities and coordinated execution.

Organizations that combine advanced modelling, simulation and real-time analytics with lean decision-making structures are best positioned to respond. Both Deloitte and Murex emphasize the importance of reducing latency between insight and action by integrating workflows, systems and risk processes across the enterprise.

Success in B2B energy supply requires embedded risk and execution excellence.

For energy-intensive industries, energy cost has become an essential component of production economics. Translating market signals into timely commercial and operational decisions in the core operations increasingly determines competitiveness.

Creating a climate of energy awareness means developing a clear understanding of how the cost structure of the final product is formed, especially the role energy costs play within the overall cost of production. This structure—particularly the energy part—is not static. It changes continuously and therefore must be carefully monitored and actively managed. Depending on the share of energy in total production costs, a traditional monthly controlling report with fixed cut-off dates might be far from sufficient.

Once the “cost of energy” is understood, various processes and stakeholders must be interconnected to ensure that the right information reaches the right place at the right time. Even more importantly, these information flows must be bidirectional. However, simply digitalizing information flows will not be enough.

To strengthen the effectiveness of dynamic energy management, a management-approved role model and a clearly defined mandate for all relevant organizational units are needed, empowering them to enforce their responsibilities across the entire organization.

Whether a company decides after fulfilling the prerequisites described above to participate directly in the energy market or to cover its needs through upstream suppliers, it gains significant advantages in reducing energy costs and, in the first case, even generates additional value. This is because the company develops a clear understanding of how much energy it consumes, what financial impact energy costs have on its core business and how to effectively manage and optimize these costs.

Digital maturity varies significantly across the sector.

Some organizations operate data-centric, AI-enabled architectures; others still rely on manual processes or fragmented system landscapes. Continuous digitalization of energy market activities remains the single biggest source of competitive advantage for energy suppliers, as it enables significant reductions in cost to serve and allows market opportunities to be captured far more effectively. Fragmented workflows and legacy integrations continue to limit scalability. Deloitte's perspective underscores operating-model transformation, while Murex brings focus to the need for unified data, real-time risk and integrated execution layers. Together, these form the basis for platform-driven architectures.

The platform economy is accelerating.

Energy companies are moving from traditional supply roles to becoming providers of digital-enabled services and operational platforms. This shift is being driven by two forces:

- **Separation of execution from customer experience**

Trading, fulfilment and risk functions are increasingly decoupled from front-end interfaces, enabling scalability and modular innovation.

- **Commercialization of internal capabilities**

Organizations are externalizing proprietary tools and platforms, building ecosystems similar to digital marketplaces in other industries.

This evolution is reshaping competitive dynamics and accelerating the pace of innovation. As platforms mature, they create the conditions for more autonomous processes, greater intelligence and real-time orchestration.

AI is moving toward autonomous execution.

AI and machine learning now play central roles in forecasting, optimization, portfolio monetization, and risk management. The next frontier is systems capable of taking pre-approved action within predefined risk boundaries.

This shift requires clear governance, transparent auditability, real-time supervision and an organizational culture that trusts automated decisioning while retaining accountability. Murex brings technical depth to this evolution, while Deloitte provides the operating-model and risk-governance perspective. Together, they point toward a future in which value increasingly concentrates around platforms that can execute, not only analyze.

Banking grade architectures are important for sustained advantage.

Energy trading is converging toward the characteristics of financial markets: higher volumes, tighter margins, increased automation and greater scrutiny. To stay competitive, organizations need robust, scalable, auditable architectures that support:

- High-volume scalability and complex products
- Real-time limit monitoring and stress testing
- Disciplined build, buy, or outsource strategies
- Strong governance and audit frameworks

Modular operating models that automate routine activities and focus human expertise on high-value supervision are becoming essential. This is where Deloitte's operating-model experience and Murex's cross-asset, real-time architecture complement each other.

About Murex

Murex provides enterprise-wide, cross-asset financial technology solutions to sell-side and buy-side capital markets players. With more than 60,000 daily users in 65 countries, its cross-function platform, MX.3, supports trading, treasury, risk and post-trade operations, as well as end-to-end investment management operations for private and public assets. This helps clients better meet regulatory requirements, manage enterprise-wide risk and control IT costs. Learn more at www.murex.com.

About Deloitte

Deloitte provides leading professional services to nearly 90% of the Fortune Global 500 and thousands of private companies worldwide. With more than 470,000 professionals across over 150 countries, we deliver measurable, lasting results that strengthen trust in capital markets and help clients transform and thrive. Deloitte's Commodity Management & Trading practice supports utilities, energy traders, and corporates across the full energy trading lifecycle, from strategy to execution. Learn more at www.deloitte.com.

EMEA

Paris: +33 1 44 05 32 00

Beirut: +961 1 356 000

Americas

New York: +1 212 381 4300

Asia Pacific

Singapore: +65 6216 0288

LinkedIn[/company/murex](https://www.linkedin.com/company/murex)

Finally, energy markets sit at the intersection of volatility, digital acceleration and structural transformation. To remain competitive, organizations must evolve their decision-making frameworks, operating models and technology architectures. Leaders will:

- Adopt digitalization as a strategic foundation.
- Design for automation and real-time execution.
- Use AI responsibly and efficiently.
- Build modular, scalable architecture.
- Draw lessons from more mature, data-driven industries.

Long-term resilience and competitiveness will increasingly depend on a firm's ability to integrate technology, intelligence, and execution into a cohesive operating model.

PANEL PARTICIPANTS**Sebastian Ritzmann – Director, Commodity Management & Trading, Deloitte**

Sebastian leads Deloitte Germany's Commodity Management & Trading practice. He specializes in energy trading operating models, market design, and digital transformation programs across major European utilities.

Vladislav Pertsovich – Senior Manager, Commodity Management & Trading, Deloitte

Vladislav brings nearly two decades of experience in energy trading, including previous roles as portfolio manager and risk manager. His expertise covers digitalization, operating model design, and quantitative risk modelling in energy market environment.

Alain Ghanem – Client Services Director (Commodities EMEA & Trading MEA), Murex

Alain has 20 years of experience across capital markets, energy, and commodities. At Murex he leads client services for commodities and trading, focusing on integrated architectures, cross-asset analytics, and digital transformation.

Christian Rosan – Co-Founder & CTO, Fundamental Energy

Christian is a former trader, portfolio manager, and B2B energy expert. At Fundamental Energy he drives the company's software-first, AI-enabled operating model, helping mid-market and energy-intensive customers navigate volatility with precision and automation.