



EDOUARD NATTEE

Founder and CEO of Fox Intelligence

Patrick NICOLET

We stay in technology, we move away from AI to go into what is called big data, Edouard over to you, what can we learn from big data?

Edouard NATTÉE

Hi everyone, my name is Edouard Nattée, I am the CEO of a young company called Foxintelligence. We are located in Paris, we are now 25, and we are two years old.

What we do at Foxintelligence is a bit special. We have designed the technologies and the methodology to know the revenues of any online retail companies. So, you take Amazon, Uber, Deliveroo, or any online company, we know their historical and current revenues in France and all their other topline KPIs. The way we do it is the following: we gather and anonymise billions of e-receipts. An e-receipt is the email you get in your inbox every time you purchase something online. If I purchased a pair of shoes, I would get an email stating that I purchased these shoes at this time, for this price, with this voucher and this delivery method... The good thing is, we have got 1 million people in France who willingly gave us access to their email accounts, allowing us to extrapolate with precision the figures of any company that sells something online in France. The plan is to be doing this in Europe in the coming months.

You might ask, how can this company convince a million people to give them access to their email accounts? In exchange for this anonymised access to their e-receipts, we offer them services or directly money just by doing smart things with their email accounts. For example, train delays: every time you take a train that arrives late, we can guess it based on your email account. More precisely, based on the tickets that are in your inbox. We know that this train was late, and we can do the claim for you. This is one of the ways we convince people to give us access to their anonymised receipts in their email accounts.

So, all this is what we do, but this is not what I want to talk to you about. I want to talk to you about something that came up quite quickly while building this company: the importance of data.

The point is this: it is impossible to solve any of the key issues of our time - climate change, poverty, women's conditions, access to medication and education - if we do not have access to publically available, reliable, and transparent data. It is impossible. You cannot run a diagnostic if you do not have the data. You cannot design your solution if you do not have the data. You cannot test your decisions, and the impact of your measures if you do not have any data. The good thing, and this is something that everyone on this panel experiences every day, is that we have the tools to do it. We have computing power, we have the science - it is called data science - we have the people and skills - they are called data scientists - and that works very well. The bad thing is that we are human beings, and human beings have one flaw. We have a major issue with accountability, we have a major issue with being held accountable for the things we do.

I am just going to make a small philosophical *aparté* on this. Take morality. The first attempt to codify morality, which is religion, is full of this human tendency of always putting the blame on something else. It is called scapegoating; you put the blame on a goat, you kick it away and it is not your responsibility anymore. You can do it through any sort of sacrifice, the matter remains we do not like to be held accountable for what we do. One of the consequences of that is that people who do not want to be held accountable usually do not create data points that would show what they do. A company that has only men on its board of directors, will not proactively put it in its annual report. Now what we should all be hoping for, is that transparency becomes a default mode. It would mean that leaders, individuals, institutions, would naturally start feeling themselves accountable for each of the things they do, therefore creating the datapoints related to their actions. I am going to take a very small example that works very well in our company. In



our company, each team has a table, and each table has a trash bin, and we measure how much trash, how much waste, is produced by each table, and we publish the numbers. The fact that we publish these numbers, first we realise that some tables generate twice as much waste as other tables, with the same human beings working, eating, drinking etc., but when you start putting out these numbers, then people start to realise, maybe they should change their behaviour, and so introducing data points in everyday life is something that drives change.

My final point is that transparency and accountability are the only way towards change. Starting by setting transparency as the default mode, while always protecting privacy and personal information, is the first step any leader should take.

Patrick NICOLET

Edouard discussed some critical topics that we see with the rise of the Internet and the exponential development of big data. To summarise, you say we had to trade off freedom versus privacy. The consequence then, we had to trade off privacy versus transparency, because the loss of privacy has generated transparency - whatever it means, it will require some definition - and now you are telling us this transparency generates accountability, and of course, the question for all of us is accountability with what consequences? Okay, I am accountable, I do not manage my bin properly, too much waste, but what are the consequences, and what does it mean? I think we had an example in the first day around the new transport mode and the connected cars and the question around the responsibility, which is something you highlighted.