Data Policy

STRATEGIC INTELLIGENCE BRIEFING

Curated with Stanford University

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Contents

Executive summary

Explore the interactive version online

Data has untapped potential to help address gender disparities, track deforestation, detect plastic pollution, and boost agricultural yields. Yet too much of it remains siloed within either public or private institutions, and too many locales lack the comprehensive data protection and data security regulations necessary to protect rights and create sustainable mechanisms for usage. There has also been a surplus of systems focussing more on collecting massive datasets than on unlocking the real value in that data. A more human-centred approach could help us progress beyond identifying core principles, and into technical execution with an appropriate balance of creativity, innovation, responsible use, and functionality.

This briefing is based on the views of a wide range of experts from the World Economic Forum's Expert Network and is curated in partnership with the Cyber Policy Center at Stanford University, with assistance from the 2020-2021 cohort of the Global Future Council on Data Policy. The content does not necessarily reflect the views of the Forum.

The key issues shaping and influencing Data Policy are as follows:

Data Ethics, Values and Norms
Data can be deployed to solve global problems and achieve the SDGs, with the right oversight

The Impact and Implications of Data
As artificial intelligence becomes more prevalent, assessing its real-world impact becomes more essential

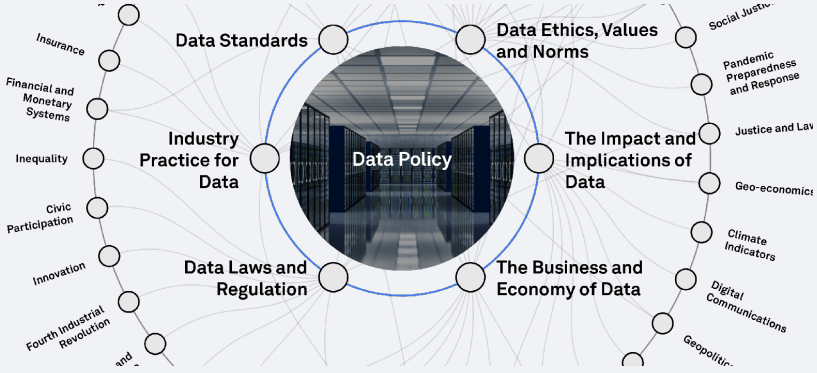
The Business and Economy of Data
Legitimate questions have been raised about advantages afforded to digital incumbents

Data Laws and Regulation
Governments are increasingly aware of the harm data misuse can cause, from deepfake scams to financial fraud

Industry Practice for Data
It is one thing to publicize a set of principles, but another to implement them

Data Standards
Standards have a 'power potential' to facilitate data use and fuel geopolitical rivalry

Below is an excerpt from the transformation map for Data Policy, with key issues shown at the centre and related topics around the perimeter. You can find the full map later in this briefing.



In the following sections, we give a comprehensive summary of the latest **Insights and Trends** shaping the topic, a look at potential **Forecasts and Scenarios** based on current and emerging trends, and an overview of the **Strategic Context**.

1 Insights and trends

A synthesis of the most recent expert analysis.

1.1 Current perspectives

The Conversation

AI can boost economic growth, but it needs to be managed incredibly carefully

07 February 2025

AI can potentially boost the UK's economic growth by improving public services and decision-making, but careful management is required to mitigate risks and build trust. Challenges include job displacement, inequality, and eroding public confidence. Reskilling initiatives are necessary, but additional flexibility in financial systems is needed to adapt to income volatility. Oversight and auditability are crucial for preventing failures and ensuring accuracy in AI systems deployed in sectors such as justice and welfare. Fairness, transparency, and citizen engagement are key principles to address biases and promote trust. Ongoing review and stakeholder engagement are essential for adapting AI systems to societal needs, while education, ethical design, and strong regulation support responsible AI deployment.

The Conversation (Spanish)

Es hora de adaptar las normas para prevenir los riesgos de la inteligencia artificial

05 February 2025

Es hora de adaptar las normas para prevenir riesgos de la inteligencia artificial. El uso indebido de la IA puede generar daños importantes en la seguridad, privacidad y democracia. El sistema jurídico español se enfrenta al reto de cambiar de un enfoque sancionador a uno preventivo, implementando nuevos principios éticos. El cumplimiento de normas, el trato justo, la responsabilidad proactiva y el uso de sistemas de compliance son algunas de las medidas que se pueden utilizar. El Reglamento europeo de IA promueve la prevención del daño en lugar de la indemnización posterior. Implementar este reglamento será un desafío para las instituciones jurídicas españolas.

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Australian Strategic Policy Institute

We can do better with OSINT. It needs structured training and careers

04 February 2025

Standardizing and professionalizing Open-source intelligence (OSINT) is necessary to elevate its credibility and ensure it is valued as a legitimate form of intelligence. While other intelligence disciplines have adopted structured training and career pathways, OSINT remains unstructured and undervalued. Implementing standardized training, establishing clear career paths, and potentially creating a government-led center of excellence would improve OSINT practitioner skills and encourage agencies to take it more seriously. However, it is crucial to maintain the diversity and creativity that are among OSINT's strengths.

ProPublica

WA Governor Orders a Study of Data Centers' Energy Use, Job Creation and Tax Revenue

05 February 2025

Washington Governor Bob Ferguson has signed an executive order to evaluate the impact of data centers on energy use, job creation, and tax revenue. This comes after an investigation by The Seattle Times and ProPublica revealed the conflict between the industry's energy consumption and the state's goal of achieving carbon neutrality by 2030. The order authorizes a workgroup, comprised of state officials and industry stakeholders, to study the impact of data centers and recommend policies to balance industry growth with sustainability and

energy constraints. The workgroup will produce findings and recommendations by December.

Comision Economica para America Latina (CEPAL)

CELADE inicia el proceso de postulación a los talleres regionales virtuales REDATAM 2025 “Potencialidades de los censos de población y vivienda: procesamiento de Microdatos con REDATAM y mapeo con QGis” | CEPAL

06 February 2025

CEPAL ha iniciado el proceso de postulación a los talleres regionales virtuales REDATAM 2025. Estos talleres tienen como objetivo aprovechar los censos de población y vivienda para generar indicadores que apoyen la toma de decisiones informadas en el desarrollo y la planificación. Los participantes se capacitarán en el uso de REDATAM y QGis, dos herramientas ampliamente utilizadas en la creación de indicadores. Los talleres se llevarán a cabo en abril y mayo de 2025, a través de teleclases sincrónicas.

Inside Climate News

As Trump Administration Purges Climate Data and Web Pages, Research Groups Scramble to Save Information - Inside Climate News

04 February 2025

Amid the Trump administration’s actions to eliminate climate data and restrict access to information, various community-led groups and universities are taking steps to preserve disappearing data and create trackers to monitor regulatory rollbacks. The executive orders issued by President Trump, such as declaring a ”national energy emergency” and terminating federal environmental justice offices, have raised concerns about their impact on climate policies. The removal of climate language and scientific data from federal agency websites has also become a common practice. However, efforts like the web crawl initiative led by the Internet Archive aim to preserve government websites for historical and research purposes.

Electronic Frontier Foundation

Closing the Gap in Encryption on Mobile

06 February 2025

Expanding encryption on mobile devices is crucial in protecting users’ privacy and digital rights. While web encryption has made significant progress, mobile apps still pose challenges due to their ability to make network requests without user visibility. Practices such as ”rolling their own” encryption algorithms can put users at risk. Android has taken steps to protect traffic in apps but could benefit from additional security settings. Apple’s iCloud Private Relay offers privacy by masking IP addresses, but it is limited to Safari and requires a subscription. Implementing similar protocols on Android and expanding their use across apps would improve mobile encryption.

GovLab - Living Library

Enhancing Access to and Sharing of Data in the Age of Artificial Intelligence

06 February 2025

The OECD report ”Enhancing Access to and Sharing of Data in the Age of AI” explores how governments can improve access to and sharing of data and AI models. It emphasizes the importance of balancing openness with the protection of privacy and other rights. The report provides principles for effective safeguards and highlights their relevance for stakeholders in promoting trustworthy AI.

New Internationalist

Making AI work for women in India

06 February 2025

AI systems in India, including popular platforms like ChatGPT, are reflecting and perpetuating gender biases favoring men. Women are often portrayed in stereotypical ways and as working in domestic roles, while men are associated with business and career. Additionally, AI’s heavy energy and water consumption exacerbates existing climate stress, disproportionately affecting women. To ensure AI works for women, it is necessary to address gender inequities in daily life, encourage women’s participation in the tech sector, and prioritize inclusivity and sustainability.

Wired

The US Treasury Claimed DOGE Technologist Didn’t Have ‘Write Access’ When He Actually Did

06 February 2025

A technologist associated with Elon Musk’s Department of Government Efficiency (DOGE) did have the ability to rewrite the code of the US Treasury’s payment system, contrary to denials by Treasury and White House officials. The technologist, Marko Elez, had write access to the system, giving him the capability to illegally cut off Congressionally authorized payments. After Elez’s access was changed to read-only, a federal judge issued an order to temporarily restrict DOGE staffers from accessing and changing Treasury payment system information.

ProPublica

How Gun Lobby, Cambridge Analytica Used Customer Data for Political Gain

05 February 2025

The National Shooting Sports Foundation (NSSF), a gun industry lobbying group, secretly compiled personal data of gun owners and other individuals to influence elections, according to new documents and interviews. The NSSF shared this data with Cambridge Analytica, a firm now known for misuse of consumer data, which used it to create behavioural profiles and target specific ads at potential voters. Privacy experts have raised concerns about possible violations of federal and state privacy laws, as gun-makers did not inform buyers that their details would be used for political purposes. The NSSF declined to comment on the matter.

Inside Climate News

‘Canary in a Coal Mine’: Data Scientists Restore a Climate Justice Tool Taken Down by Trump - Inside Climate News

04 February 2025

A coalition of data scientists known as the Public Environmental Data Project has successfully restored a digital mapping tool, the Climate and Economic Justice Screening Tool, after it was taken offline by the Trump administration. The tool is used to identify environmentally disadvantaged communities and was developed to support President Biden’s promise of directing 40% of federal investments in climate and clean energy initiatives towards underserved communities. The data scientists have identified over 200 federally maintained resources critical to environmental justice work and at risk of disappearing. The restoration of the tool ensures access to crucial environmental health information for disenfranchised communities.

GovLab - Living Library

Unlocking AI’s potential for the public sector

05 February 2025

Legacy IT systems and poor data quality are hindering the public sector’s ability to leverage the full potential of artificial intelligence (AI). Many government systems were designed for a different era and still rely on paper-based processes, leading to difficulties in sharing data and poor data quality. Access to good-quality data is essential for training and deploying AI models, but 62% of government bodies surveyed cited a lack of access as a barrier. Integrating AI with existing systems and reusing low-quality data risks exacerbating the problem and further relying on legacy systems.

War on the Rocks

With Great Power Comes Great Responsibility: How to Make Big Tech Accountable for its Global Influence - War on the Rocks

05 February 2025

”Big Tech” companies have gained significant power, rivaling that of powerful state actors. However, their accountability is lacking, which erodes public trust. To address this issue and strengthen the international order, there must be a clear recognition of Big Tech’s role as influential international actors. While critiques of Big Tech are valid, condemning them without considering their potential for social benefit is counterproductive. A middle ground is needed to acknowledge their power while ensuring accountability. Three possible pathways are proposed: granting Big Tech membership in international organizations, strengthening enforcement through treaties and legislation, and encouraging transparent reporting of global activities. The goal is to make Big Tech accountable for its power and influence.

Comision Economica para America Latina (CEPAL)

Taller regional virtual mayo 2025 “Potencialidades de los censos de población y vivienda: procesamiento de Microdatos con REDATAM y mapeo con QGis”

06 February 2025

El taller virtual ”Potencialidades de los censos de población y vivienda: procesamiento de Microdatos con REDATAM y mapeo con QGis” de la CEPAL brindará formación práctica sobre el procesamiento y mapeo de indicadores generados a partir de datos censales. Se utilizarán herramientas como REDATAM y QGIS para analizar y visualizar desigualdades sociales y dinámicas espaciales.

Wired

NOAA Employees Told to Pause Work With ‘Foreign Nationals’

06 February 2025

Employees at the National Oceanic and Atmospheric Administration (NOAA) have been instructed to halt communications with foreign nationals, including those working with the US government. The pause extends to participation in international commissions and emailing foreign colleagues, according to an internal email obtained by WIRED. Employees at the National Marine Fisheries Service have been instructed to submit details of ongoing work with international partners for review. The motives behind the directive, which also applies to the National Environmental Satellite, Data, and Information Service, remain unclear. The NOAA has attracted criticism from conservatives, many of whom wish to see the agency dismantled or privatised.

Electronic Frontier Foundation

Paraguay's Broadband Providers Continue to Struggle to Attain Best Practices at Protecting Users' Data

05 February 2025

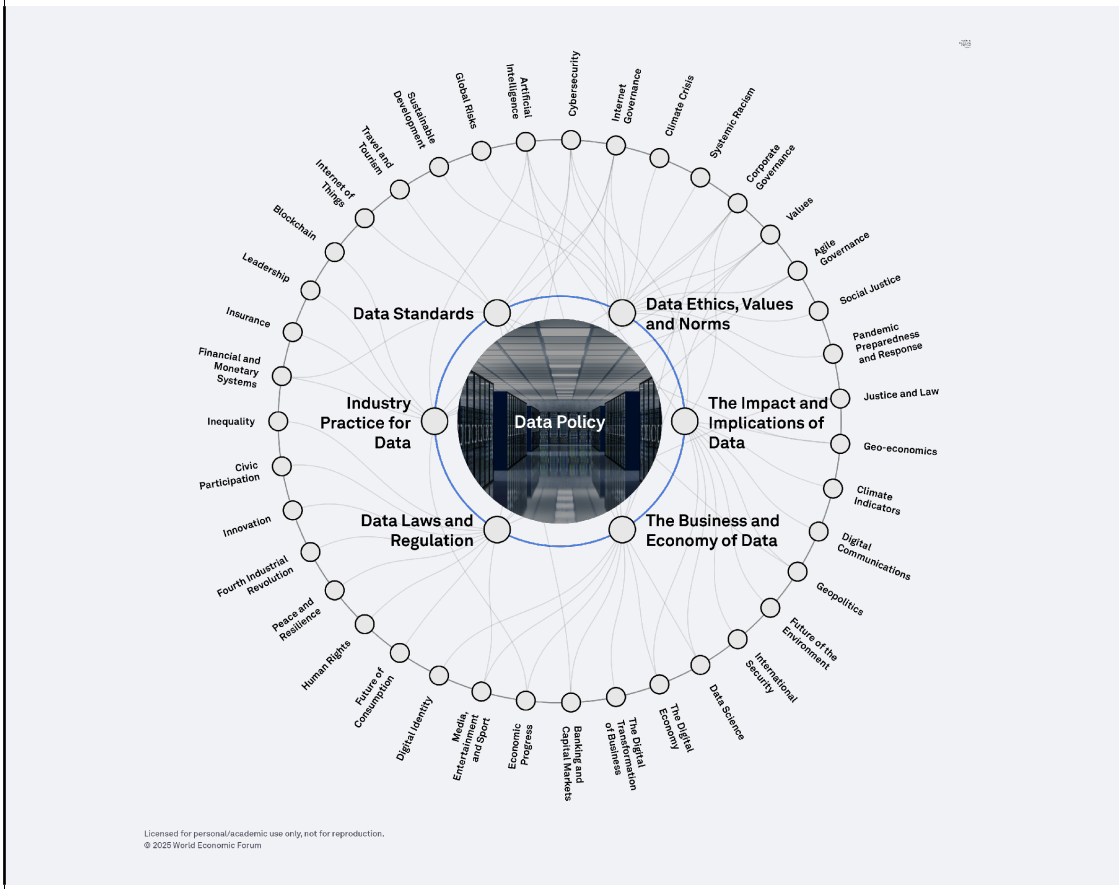
Paraguay's leading broadband providers are struggling to protect users' data, falling short in areas such as transparency, due process, and promoting human rights. Foreign-owned subsidiaries are making more progress than national providers. Tigo performed best, while Vox ranked last. The providers lack clear information on data retention periods and do not disclose policies about data collection. While a court order is required to share user information, policies do not cover communications metadata. None of the providers notify users when their data is requested by authorities. The providers also lack strong commitments to promoting human rights. Claro and Tigo provide some transparency about government requests for user data, but the information is only accessible on their parent company websites.

2 Strategic context

The key issues shaping Data Policy.

The following key issues represent the most strategic trends shaping the topic of Data Policy. These key issues are also influenced by the other topics depicted on the outer ring of the transformation map.

FIGURE 1 **Transformation map for Data Policy**



2.1 Data Ethics, Values and Norms

Data can be deployed to solve global problems and achieve the SDGs, with the right oversight

The development and deployment of any emerging technology keys on social values, preferences, and ethical norms. It is important for organizations to understand these factors in a local context before formulating how they will govern data and artificial intelligence; in addition to whether local values and norms are adequately reflected, they should seriously consider the interplay between technology and individual rights, and how to put safeguards in place that incentivize responsible and human-centric development. Ensuring the trustworthiness of an organization's data practices is essential, often for practical reasons; for example, Facebook was sued in the US in 2019, after the Department of Housing and Urban Development

alleged the company was violating a prohibition on housing discrimination because its machine learning algorithms functioned like an advertiser that excludes users based on race, ethnicity or religion. Certain foundational elements should be considered at the start of commercial projects: privacy, accountability, safety and security, transparency and explainability, fairness and non-discrimination, human control of technology, professional responsibility, and the promotion of human values. Understanding these in the relevant context is necessary for responsible data use.

By using data responsibly, businesses, non-profits, and governments can better address many of the unprecedented social and environmental challenges we now face - not least current and future pandemics, and environmental disasters aggravated by the worsening impacts of climate change. For example, artificial intelligence can play a significant role in achieving the UN Sustainable Development Goals - one study published in 2020 found that AI can enable the accomplishment of 134 targets across all 17 global goals if its development is supported by the necessary regulatory oversight (though it may also inhibit 59 targets). Some of the levers at hand that can help facilitate the use of data for good include global digital trade, the facilitation of equitable access to data flows, and responsible data collection. Technical elements such as data portability and interoperability are also important. The need to mitigate risks calls for putting firm safeguards in place related to cybersecurity, encryption, risk management, accountability, and overall data protection. Some uses of data and machine learning present particular sets of risks, like privacy breaches and phishing attacks.

Related topics: Sustainable Development, Global Risks, Artificial Intelligence, Cybersecurity, Internet Governance, Climate Crisis, Systemic Racism, Corporate Governance, Values, Agile Governance, Social Justice, Pandemic Preparedness and Response, Justice and Law

2.2 The Impact and Implications of Data

As artificial intelligence becomes more prevalent, assessing its real-world impact becomes more essential

The people designing data-powered artificial intelligence systems are increasingly aware of their power to have transformative, long-term impacts. The Canadian government, for example, has introduced an “algorithmic impact assessment” tool, to help determine the potential real-world impacts of automated decision-making systems used for tasks like visa application processing. Some have questioned the transparency of governments (and businesses) when it comes to the use of AI to deliver services; in 2018, officials in New Zealand announced a “stocktake” of how government agencies were using algorithms to analyse data, amid concerns about potential racial profiling in automated visa application processing. Impact assessment is integral to responsible data governance. There are several methods for quantifying the impacts of technologies and policies, for both the private and public sectors. There are also qualitative methods for better understanding how technology and data affect different populations differently - these can generally be relied upon to help ensure the effective identification and participation of different stakeholders, and to evaluate the effectiveness of systems in terms of supporting an organization’s stated values.

These methods can also be used to evaluate the appropriateness of policy and regulatory responses (in the form of standards and guidelines), to better understand social and environmental ramifications of data practices, and to divine the values and norms that can better promote positive aims. The speed at which emerging technologies and new datasets develop means that evaluating impact - whether positive or negative - can be fraught with difficulty. Addressing basic questions such as what constitutes “good enough” evidence, and what mechanisms are available to ensure the sharing of critical evidence, is essential for the legitimacy of impact assessment efforts. Increasingly complex and dynamic social systems, incomplete and often siloed datasets, and methodological constraints can only further complicate matters. Regardless, impact evaluations and assessments are important tools that can help build public confidence in the design and deployment of data systems. This will only become more important, in light of the increasingly prominent role artificial intelligence is playing in maintaining global stability, implementing adequate cybersecurity, managing global power dynamics, and maintaining international security.

Related topics: Cybersecurity, Geo-economics, Climate Indicators, Digital Communications, Geopolitics, Future of the Environment, International Security, Data Science, Artificial Intelligence, Corporate Governance, The Digital Economy

2.3 The Business and Economy of Data

Legitimate questions have been raised about advantages afforded to digital incumbents

The global economy is now largely built on a foundation of data. It is completely redefining the ways business is done, economies function, and societies interact. Data has a number of unique properties that distinguish it from the physical resources that have traditionally shaped economies in recent centuries, which have created new possibilities but also new threats and troubling consequences. While social media platforms like Facebook and TikTok have grown exponentially in recent years, enabling people to find each other and information quickly and often at no direct cost, the related rise of online advertising has made people the product - more specifically, their personal data. As a result of the ascendance of related business models and services, relatively novel ethical considerations have come into play (according to one estimate, digital ads accounted for 58% of all media ad spending by 2020). Legitimate questions have been raised about advantages afforded to digital incumbents, based on network effects and economies of scale, unequal access to user data, a general lack of transparency, conflicts of interest, and vertical integration.

The collective nature of data means most people are more impacted by other people's than their own. Much like climate change, the threats stemming from the collection and use of data are both globe-spanning and personal. On one end of the spectrum, companies have been accused of misusing data and exploiting the public's lack of understanding about the subject, while on the other organizations are trying to act more responsibly and finding ways to create shared value (many are doing a bit of both, intentionally and unintentionally). Regardless of motivation, the practices common in the data economy raise difficult questions, including whether businesses are mere stewards or owners of data, what their proper role is in terms of enforcing data rights, and whether data should be treated as a utility, an asset, or something else entirely. Finding the right answers demands that we - as consumers, citizens, corporations, and civil society - actively engage with the troubling issues at hand to ensure that data-based economies benefit everyone, while protecting them from the unintended and intended harm omnipresent in the digital realm.

Related topics: Artificial Intelligence, The Digital Transformation of Business, The Digital Economy, Internet Governance, Banking and Capital Markets, Values, Economic Progress, Media, Entertainment and Sport, Corporate Governance, Digital Identity

2.4 Data Laws and Regulation

Governments are increasingly aware of the harm data misuse can cause, from deepfake scams to financial fraud

Self-regulation, voluntary measures, and proactive organizational change are necessary for a healthy data-policy landscape - but insufficient in isolation. Thanks to the combined input of governments and corporations, there is a mosaic of policies in place around the world related to the storage, use, and transfer of data. These policies, "soft laws" (legally non-binding instruments), and legal requirements are generally intended to guarantee an equal playing field, incentivize consistency, and - importantly - provide rights of redress for both people and companies. Coherent and effective legal frameworks for the use of data are increasingly necessary, considering the rapid digitization of just about everything, including products, services, and once-analog functions. Ensuring the quality of a regulatory landscape can help prevent serious harm, and mitigate risks related to everything from cybersecurity to algorithmic discrimination, democratic representation, informed consent, and data privacy. One key objective should always be to foster equity in terms of data value creation, for both owners and creators as well as consumers - for example by limiting anticompetitive concentrations of power and promoting the inclusion of diverse voices.

A sound regulatory environment can also better enable innovation and facilitate sharing; interoperability standards and open data policies, for example, have bolstered competition and fueled the creation of innovative startups. To date, the laws governing data and emerging technology are mostly embryonic. But this is a fast-growing area, as governments become increasingly cognizant of the direct and indirect harm data misuse can result in - from deepfake scams to large-scale financial fraud. Data subjects should be able to seek redress for harm suffered because of privacy breaches, and setting boundaries on the collection, use, and sharing of personal information is essential to help achieve that. In order to facilitate compliance, policies can benefit from harmonization and consistent application. One overriding consideration should always be human rights - data sharing is not objectionable per se, but it almost inevitably raises human rights concerns depending on the context and use case. Related concerns have led to the establishment in many places of safeguards to prevent the abuse of state surveillance powers, while at the same time recognizing the need to counter crime and terrorism.

Related topics: Future of Consumption, Human Rights, Peace and Resilience, Fourth Industrial Revolution, Cybersecurity, Innovation, Agile Governance, Justice and Law, Civic Participation, Media, Entertainment and Sport, Values, Inequality

2.5 Industry Practice for Data

It is one thing to publicize a set of principles, but another to implement them

There is a difference between "being trustworthy" and "being trusted," according to a report published in 2020 by the Open Data Institute - because being trusted relies on a third-party assessment. Many companies have been publishing their own principles and values when it comes to designing and deploying emerging technologies (Google, for example, started publishing AI principles in 2018 that include 'Be accountable to people.'). But principles are only useful if they are implemented. To do so effectively, values and principles need to be considered throughout the data lifecycle, and communicated effectively both externally and internally. The data policies, practices and frameworks commonly used by modern organizations generally seek to incentivize good practices on collection, use, and sharing. For example, an automated data model could make predictions about whether someone is eligible for benefits, but devising an accurate and fair algorithm requires considering several risks and unexpected impacts throughout the project. Established values and principles frequently demand such practices - for example, people frequently expect a certain degree of privacy when using services and products.

Voluntary audits, information barriers, communication encryption, and "red teaming" (tasking people with taking an adversarial approach to a policy or system) are examples of established means to mitigate privacy concerns. Ultimately, it is important for policies and organizational changes to be anchored to a shared vision. Several mechanisms can be used to operationalize this, including incentives and accountability measures. For example, some tech companies use "model cards" to make their models more transparent and open to scrutiny. Academics have also recommended the use of incentives through "bias bounties" (in addition to red teaming). Organizations have explored various forms of governance committees and ethics functions, though these are frequently poorly communicated, inconsistent in their application, contradict core business models, and remain mostly iterative. While some standards set by large tech companies can be helpful, the inclusion of a more diverse set of stakeholders, industries, and companies (big and small) could produce more effective and tailored mechanisms. It is increasingly important that such practices and norms are set at national and supranational levels - to guarantee consistency and enforceability.

Related topics: Agile Governance, Financial and Monetary Systems, Artificial Intelligence, Corporate Governance, Insurance, Leadership, Economic Progress, Values, Internet Governance, Blockchain

2.6 Data Standards

Standards have a 'power potential' to facilitate data use and fuel geopolitical rivalry

Standards have played an important role in the development of many new technologies, including 5G and the Internet of Things. In the banking industry, for example, open standards and API specifications have enabled better online user experiences, while the data standards agreed upon by transport authorities have led to more interoperability and the creation of new products and services. The implementation of common standards and specifications also enables researchers to more easily use, compare, and merge datasets. Data standardization, or transforming data into common formats and classifications so they can be more easily shared, used, and understood, can bolster research through improved quality, better reusability, and easier facilitation of regulatory reviews and audits. Related initiatives are often undertaken by standard-setting organizations that benefit from an institutional capacity for achieving expert consensus and incentivizing global use (examples include the International Organization for Standardization). Successful standardization requires data formats to be widely compatible with digital platforms, easily consumable by vendors and partners, and readable by all. Compiling background information - such as how data was created and by whom - is an essential starting point.

While standards have long been treated as non-political products, according to a paper published in 2021 by the Swedish Institute of International Affairs they are becoming the subjects of geopolitical power rivalries. According to the report, this is the result of intensifying competition between China and the US over key enabling technologies, and the often-overlooked "power potential" in standards. Standards are contextual in nature; those for medical data will naturally differ from standards for automotive data. Governance is a part of any data standardization process, establishing a framework for handling that can minimize the risk of mismanagement and define clear rules for oversight. Data security and privacy standards can ensure adequate cybersecurity and address the risks presented by pseudonymization, anonymization, and encryption. And data compliance and risk assessments can provide for the continuous measurement of compliance risk and vulnerabilities that can compromise implementation - these assessments can also help

facilitate compliance with regulatory and auditing requirements, and help practitioners ascertain where gaps and risks might remain. Ultimately, data standards can ensure smooth and consistent enforcement by clarifying grey areas, and underlining best practices.

Related topics: Banking and Capital Markets, Data Science, Financial and Monetary Systems, Geopolitics, Internet of Things, Internet Governance, Cybersecurity, Geo-economics, Travel and Tourism

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About Strategic Intelligence

Our approach

In today's world, it can be difficult to keep up with the latest trends or to make sense of the countless transformations taking place. How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information - some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context? We need new tools to help us make better strategic decisions in an increasingly complex and uncertain environment.

This live briefing on Data Policy, harnesses the World Economic Forum's Strategic Intelligence platform to bring you the very latest knowledge, data and context from our 300+ high quality knowledge sources. Its aim is to help you understand the global forces at play in relation to Data Policy and make more informed decisions in the future.

Each day, our Strategic Intelligence platform aggregates, distills and synthesizes thousands of articles from around the world. We blend the best of human curation with the power of machine learning to surface high-quality content on over two hundred global issues to our one million users globally. Our hand-picked network of content partners from around the world means that we automatically exclude much of the noisy clickbait, fake news, and poor quality content that plague the Internet at large. We work with hundreds of think tanks, universities, research institutions and independent publishers in all major regions of the world to provide a truly global perspective and we are confident that our data are well positioned when it comes to the intrinsic biases inherent to open text analysis on uncurated content from the Internet. For further context on our approach, you may be interested to read Strategic trend forecasting: anticipating the future with artificial intelligence and These Are The 3 Ways Knowledge Can Provide Strategic Advantage.

↓ A leading expert presenting a transformation map at our Davos Annual Meeting

Overview of methodology

Our Transformation Maps are dynamic knowledge visualisations. They help users to explore and make sense of the complex and interlinked forces that are transforming economies, industries and global issues. The maps present insights written by experts along with machine-curated content. Together, this allows users to visualise and understand more than 250 topics and the connections and inter-dependencies between them, helping in turn to support more informed decision-making by leaders.

The maps harness the Forum network's collective intelligence as well as the knowledge and insights generated through our activities, communities and events. And because the Transformation Maps are interlinked, they provide a single place for users to understand each topic from multiple perspectives. Each of the maps has a feed with the latest research and analysis drawn from leading research institutions and media outlets around the world.

At the centre of each map is the topic itself. This is surrounded by its "key issues", the forces which are driving transformation in relation to the topic. Surrounding the key issues are the related topics which are also affected by them. By surfacing these connections, the map facilitates exploration of the topic and the landscape within which it sits.

The framework extends beyond mapping current trends by incorporating forecasts and scenarios to project potential future states of the system. Forecasts are based on observable patterns, while scenarios explore broader possibilities, including low-probability but high-impact events. These elements contextualize key issues and related topics within potential future trajectories, enhancing strategic thinking and decision-making.

Harnessing collective intelligence from the Forum network and leading research institutions, the maps synthesize diverse insights into a cohesive view. By integrating these insights with the latest research and analysis, the framework provides a comprehensive understanding of how transformations unfold and interrelate, empowering users to navigate the evolving landscape effectively.

Continue online

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