Inquiry into the Future Directions for Consumer Data Right: Response from Greater Than X

Greater Than X's core thesis is that the most verifiably trustworthy organisations will become the most valued. These organisations will gain access to more of the right data. They will use this access to design superior propositions. These superior propositions will help individuals, families, groups and communities achieve valuable, meaningful and engaging lifestyle outcomes. As a result of helping people achieve the outcomes that matter most - whether transactional or aspirational - the most verifiably ethical/trustworthy organisations will win their market.

Given that ethics has a 3x greater impact on trust than competence (Edelman Trust Barometer 2020), and that trust disproportionately impacts bottom line business outcomes (Accenture's 2018 Competitive Agility Index), it seems like the time is now for organisations and ecosystems at large to act on this perspective.

Our team has been taking action on this thesis for quite some time. We've used this perspective, along with plenty of experimentation, to develop our Data Trust by Design Toolkit. This Toolkit is being used to inform the design of information sharing ecosystems around the world. It's been used by the Data Standards body here in Australia, The Open Banking Implementation Entity in the UK, hundreds of commercial organisations (including those preparing for the CDR) all around the world and a series of academic and policy institutes across different continents.

Building upon our Consumer Data Right work (video overview of research), and our work directly with the OBIE in the UK (happy to make an introduction to our project sponsor if useful), we decided to develop strategic and tactical guidance to help inform how the Consumer Data Right Ecosystem could be designed.

Our CEO, Nathan Kinch, presented this work at Curious Thinkers, 2019. There is also a PDF with supporting video content and a series of additional documented resources (more explicit detail to support implementation of the strategy) available to those interested. For the sake of ease, we've attached a PDF of this artefact to this email.

It's worth noting that we have already tried to socialise this work with a number of key stakeholders in the CDR ecosystem. We've been doing this since Q2/3 2019. Many individuals have been extremely supportive, yet no observable progress has been made by the initiative at large. We're assuming this is the result of the tight implementation timeframes and inherent political nature of such an initiative.

Although we recognise and empathise with this, it's clear the CDR needs a clear and ambitious vision and a shared strategy. We're hoping this consultation catalyses the efforts required to achieve this.

Getting specific, we propose the attached PDF (Designing a humanity centric digital economy V1.0) be reviewed in depth. It describes:

1. A vision for the future of our digital economy, enabled by the CDR
2. A strategy to close the gap between where we are today and the ambitious future we envisage
3. series of tactics that can be executed to empower consumers with meaningful personal data agency, enhance innovation and competition across the entire economy and ensure that we maximise our competitiveness as a digital nation, and
4. A new way to think about values, metrics and incentive structures so that we can design for positive and inclusive outcomes that truly benefit the Australian people

There's also a quick read summary available here. Putting it simply, although the attached doesn't ask and answer every possible question related to the CDR and its long term prospects, it goes a long way towards describing how we can think, support one another and take action to achieve the purpose of the CDR.

We trust this documentation will be useful and actionable. We're happy to provide further guidance on a range of issues, from consumer empowerment and personal data agency through to existing and emerging models that can be leveraged to design the most verifiably trustworthy technology through to the specific platform ecosystem design practices that the CDR should be using today.

Nathan Kinch
Co-founder and CEO, Greater Than X

Designing A Humanity Centric Digital Economy

A vision for our shared future.
A strategy to help us get there.

Greater Than Experience

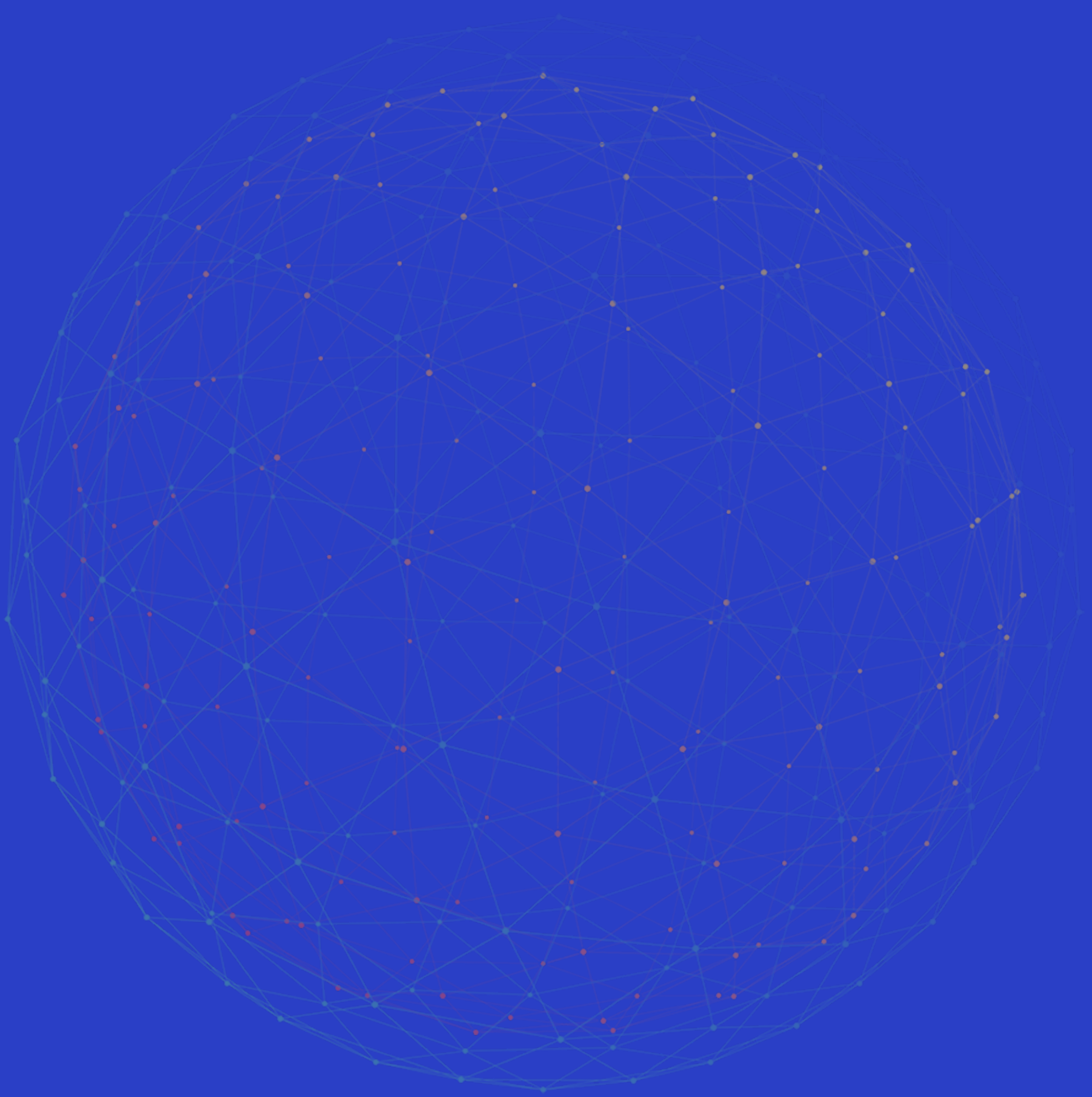
Table of Contents

This report is designed for action

We are all responsible for the future.

In fact, we all have the ability to take action. Like our playbook series, this report has been designed to evoke thought and inspire action. Specifically, it has been designed to encourage us all to ask questions about the type of society we'd like to live in.

A vision for the future of the Australian Digital Economy



Greater Than Experience

Designing the future we want and need

Just because we can, doesn’t mean we should.

This message resides permanently on my desk.
It serves as a reminder. It encourages me to challenge, question and explore what might be.

What is right?
What is wrong?
What should I do?
What won’t I do?
Why?

These are the types of questions society, and the technology industry that powers so much of it, are beginning to ask about data.

Will technology (and our reliance on it) augment or constrain our future? Will it free us, or will it lock us into meaningless digital interactions? How might it impact my daughter's ability to gain access to products and services, express her perspective, learn from verifiable sources and define the person she wants to be?

Designing the future we want and need

This is our challenge. This is our opportunity.

Information flows are the foundation of modern society and our economy. It’s our belief that Consumer Data Right is an opportunity to design a humanity-centric ecosystem, where individuals are truly empowered and the most trustworthy organisations are the most valued. In fact, The World Economic Forum began highlighting this in a series of reports dating back to 2011.

> *Personal data is becoming a new economic “asset class,“ a valuable resource for the 21st century that will touch all aspects of society. This report finds that, to unlock The full potential of personal data,a balanced ecosystem with increased trust between individuals, government and the private sector is necessary.*

Although this was highlighted, and has been reinforced more times than one could count, it’s arguable little progress has been made.

Designing the future we want and need

Individuals continue to feel disempowered.

They’ve become apathetic.

They’re shocked when they are presented with the actual extent to which their data is processed. They want to take action, but most fail in their attempts because it’s just too hard…

Organisations, too, are struggling.

Many remain unequipped to govern modern information businesses. This is observable through ethically questionable practices, countless data breaches and information monopolies that exert their power through Surveillance Capitalism.

It begs the question:

Is this a trajectory we want to reinforce?

The answer is rather simple:

No.

Designing the future we want and need

So, what should we do?

How can we counter these forces and make meaningful progress towards a better future for individuals and society at large? How can we make what is good and empowering for people the driving force for a thriving information economy?

This report builds upon our work contributing to global information sharing ecosystems. Specifically, it details a strategy, tactics and series of progress indicators. It showcases how emerging technologies and evolved incentive structures can make all of this our shared reality.

We trust it will spark meaningful discussion and action amongst key ecosystem participants. We believe it contains the type of thinking that will lead us towards a future worth designing.

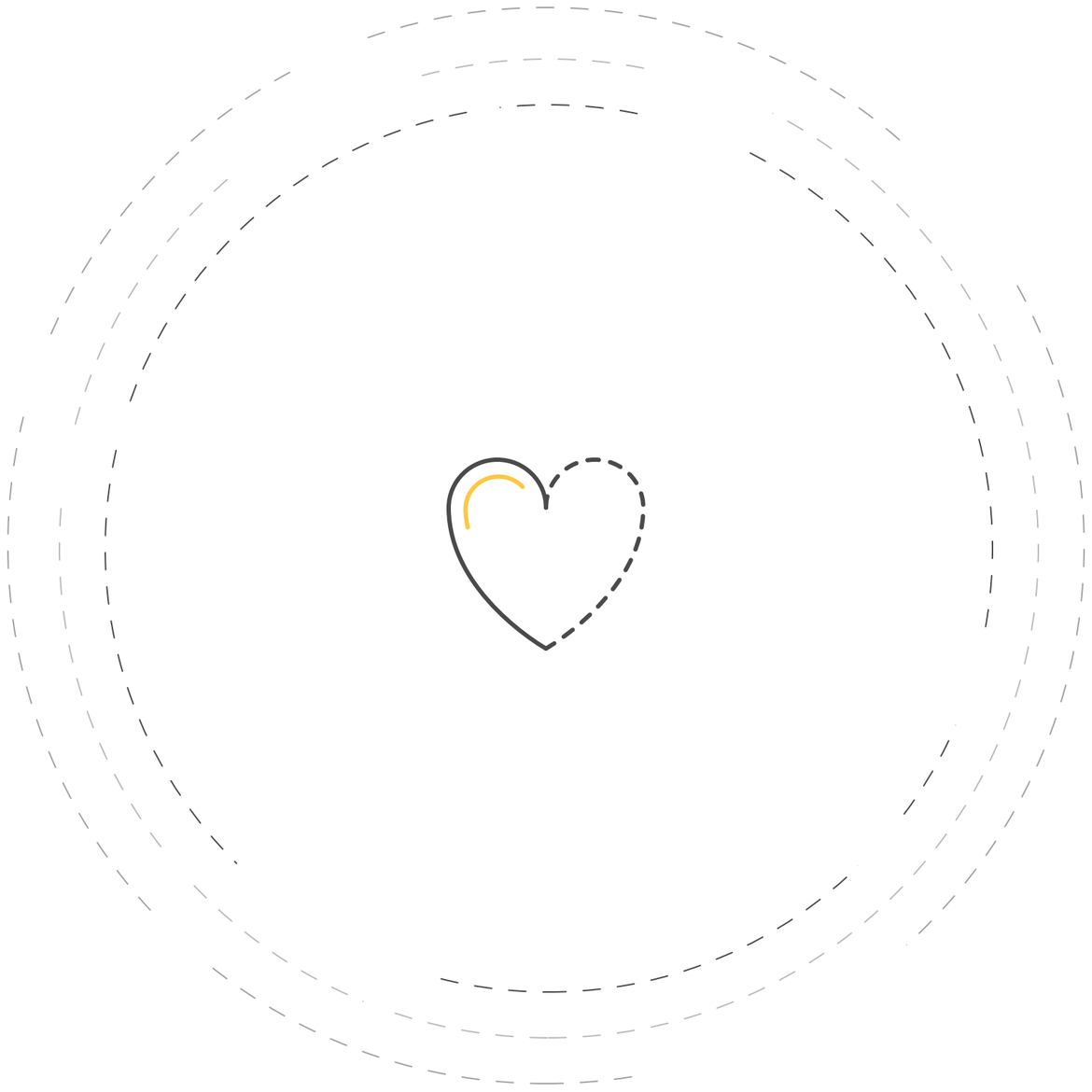
Nathan Kinch

Co-founder and CEO

Vision

Greater
Than
Experience

More time to truly experience
life's most meaningful moments.



What does this mean to you?

A vision for our future

By actively designing a verifiably trustworthy, humanity centric information ecosystem.

How can we achieve this together?

→ We fight to eradicate systemic information asymmetry, overt power imbalances and information monopolies. They're threatening life as we know it

→ We find sustainable ways to deliver high quality resources to the people who need it most. There's more than enough to go around

→ We continue automating 'machine appropriate' tasks to help free people from meaningless digital interactions. We spend more time 'living and loving life'

→ We prioritise individual wellness and its relationship to societal wellbeing. If the Kiwi's can do it, we can too

→ We find more simple and effective ways to support people in making healthier choices about their daily behaviours. After all, our leading killer can be reversed.

Let's live a happier and healthier future together!

A vision for our future

These are but a handful of the *n* options available to us.

All have merit. Yet this report cannot focus on all.
Nor can the Consumer Data Right.

What the CDR can do, however, is change the game. It can re-energise a stale information sharing market. It can empower people with the tools and protections to decide how they participate. It can foster innovation and creativity by helping the most trustworthy organisations get closer to their customers. It can put Australia on the map as a leader and innovator in modern information society.

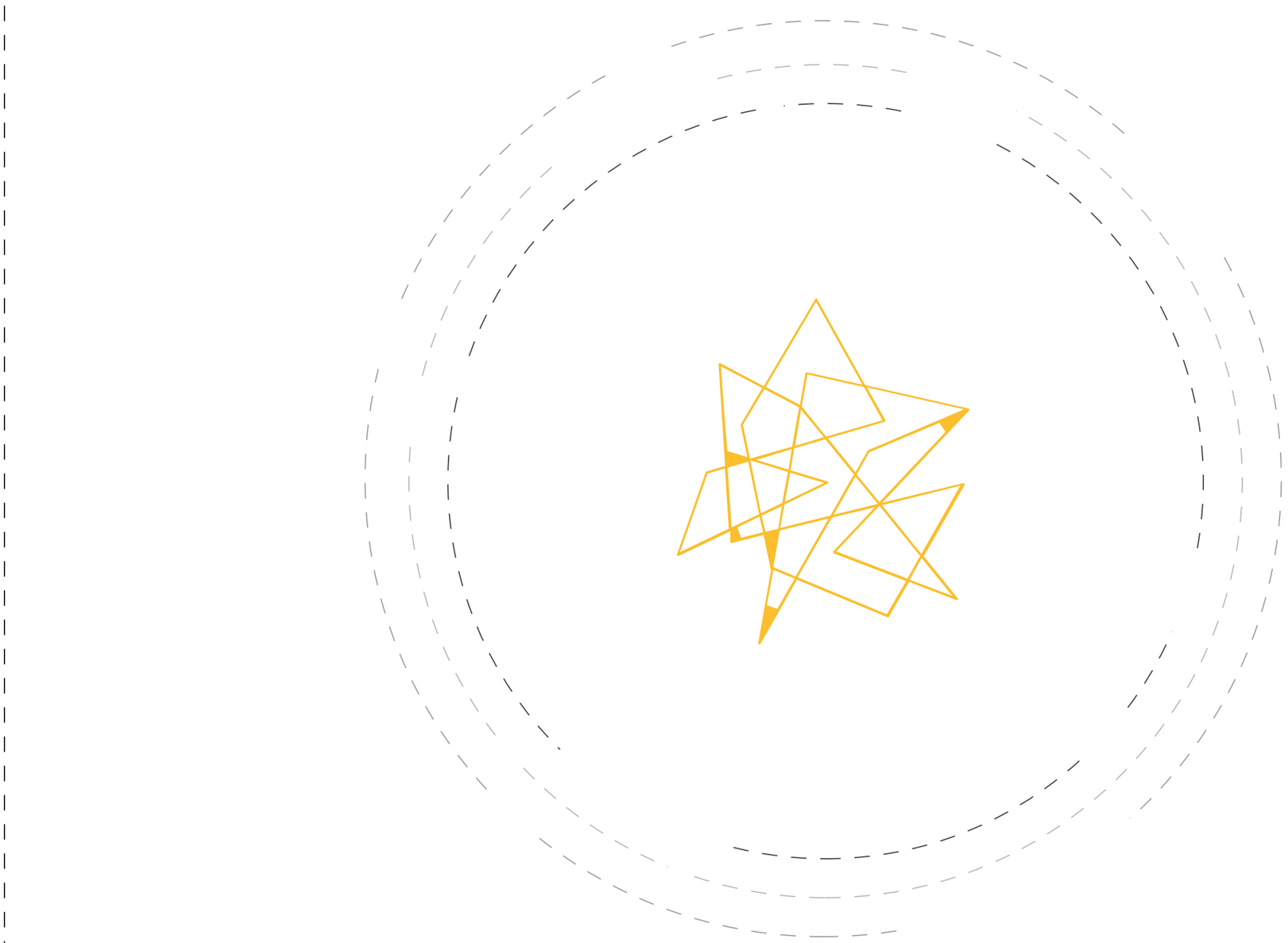
It can do this by supporting public and private organisations in designing data enabled, humanity centric, incentives aligned outcomes. It can help make doing what is right by society the best thing for commercial lines of business.

A vision for our future

Doing this requires a shift.

Away from product and service thinking. Away from certain commercial models. Away from existing incentive structures, where short-term tradeoff decisions are made at the expense of consumer outcomes.

Our focus for the remainder of this report will be the underlying infrastructure of the CDR ecosystem. We aim to showcase how verifiably trustworthy, humanity centric technologies and systems might empower people and foster meaningful innovation. We aim to showcase how meaningful and ambitious progress can be made by working together.



Are you ready to make this shift?

Let’s talk

Lessons learned from around the world

Greater Than Experience

The market is moving

Attitudes and behaviours are shifting. Regulations are evolving. New technologies are emerging.

A new internet

Much has been written about the need to re-architect the internet. The existing client:server architecture is arguably not supportive of the humanity-centric vision we've articulated, where people are in control and the most trustworthy organisations are the most valued.

> *"Solid changes the current model where users have to hand over personal data to digital giants in exchange for perceived value. As we've all discovered, this hasn't been in our best interests. Solid is how we evolve the web in order to restore balance — by giving every one of us complete control over data, personal or not, in a revolutionary way."*
>
> *— Tim Berners-Lee in his blog announcing Solid*

Distinctly, Solid is a platform built using the existing internet infrastructure and emerging web standards. It isn't the only project in this space with significant momentum. It may not even be the most ambitious.

> *“Privacy and security should be available to everyone, not just those with deep pockets. That’s why the SAFE Network encrypts all data by default, automatically splitting it into many pieces which constantly move to locations around the globe that cannot be traced. And your access to them is untraceable too. No more hacked data, no more stolen passwords, no more eavesdropping. Private. Secure. Anonymous.”*

Some of the largest organisations in the world are also pursuing a similar vision.

> *“Microsoft believes everyone has the right to own their digital identity—one that securely and privately stores all personal data. This ID must seamlessly integrate into daily life and give complete control over data access and use.”*

Solid, Decentralised Identifiers and the SAFE Network are three of many ambitious projects aiming to progressively re-architect the web and our interactions with it.

Benefits of approach

There are a variety of reasons why such efforts are so potentially important:

Technical enforcement

Technology won't solve all of our problems. However, more ambitious technical approaches promote more effective data protection practices. They support regulations and Ethics Frameworks.

Reducing cost for businesses

Through more effective data storage methods, businesses and application developers can reduce both the cost and compliance associated with their data processing activities.

Reducing risk for individuals and organisations

Centralised data is attractive to bad actors. Decentralising data greatly reduces the risk of data breaches, whilst, as above, decreasing the cost of data management and compliance. This results in more available budget for higher value customer and business activities.

Lower cost of enforcement

By reducing the data management and compliance burden on businesses, regulators can significantly reduce their monitoring surface.

Depth of individual control

These approaches put the individual at the centre of their data sharing ecosystem. They align to the CDR purpose by empowering people with their data.

Reducing information asymmetry

Differentiated technical approaches can limit the likelihood that information monopolies flourish. They can enhance democracy and support optimal market functions.

Ease of switching

Data portability and data mobility are hot topics. Current technical implementations make such outcomes difficult and costly for individuals and organisations. New approaches embed these outcomes into their design.

In addition, more effective data sharing can lead to better outcomes for individuals. They can share just the right data when they want and need to the most.

Reducing complexity

Consumers can securely share their data with other people, apps, and businesses. Effective data sharing methods can support just the right data being shared at the right time, along with the ability to verify what has and should have happened.

When considering the potential of designing a truly humanity centric future for the Australian Digital Economy, such projects cannot be ignored. It should be noted that, although it is unlikely these types of approaches reach critical mass in the short term (given the current socio political environment and untenable legislative trends), the Experimentation and Collaboration Framework provides a strong grounding for ‘discovery sprints’.

Through this model, ecosystem participants can collaborate to put new and unique technologies to the test. Shared learnings can inform the progression of implementation.

What can we learn?

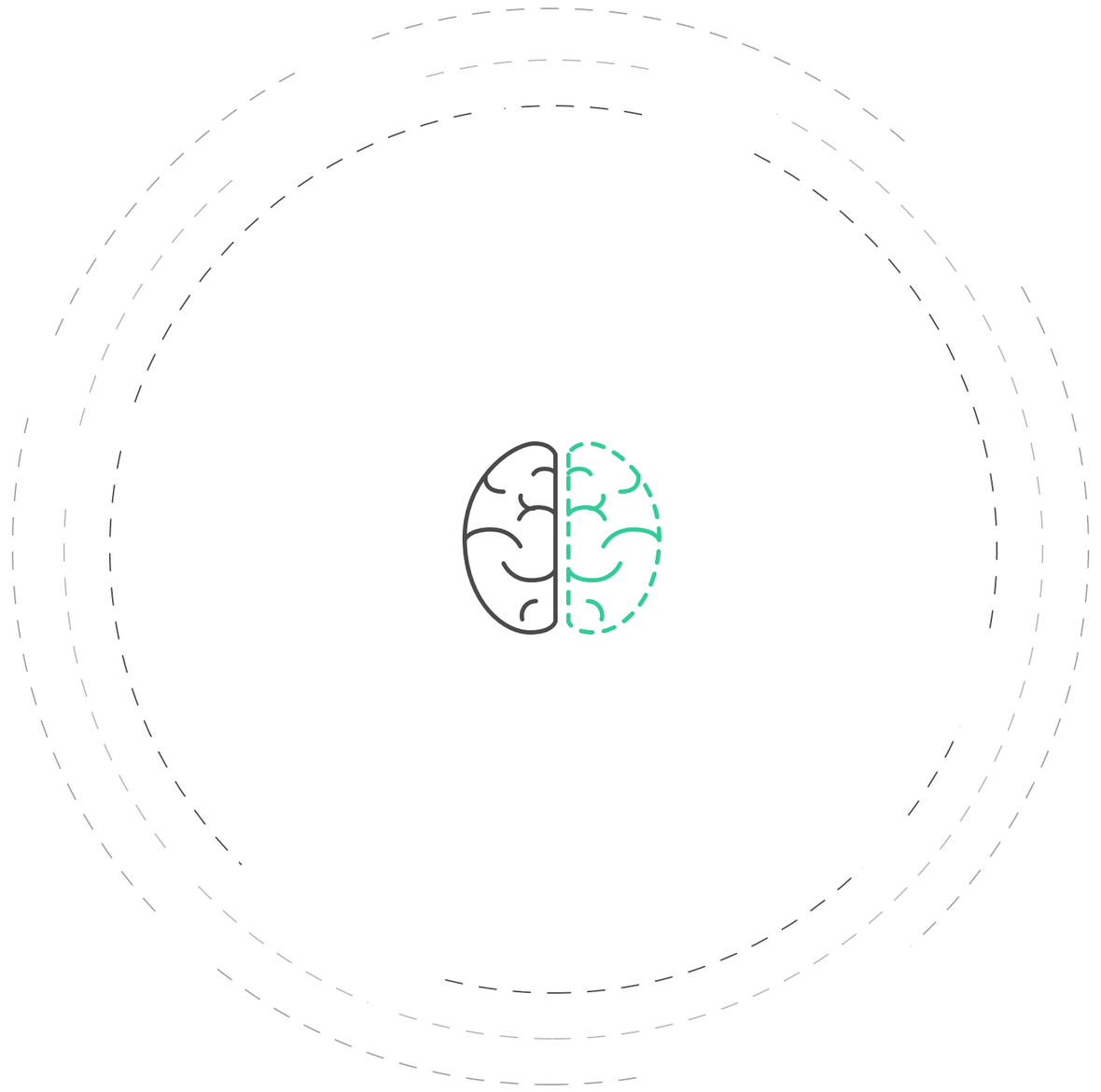
It’s time to meaningfully collaborate for change.

The approaches referenced in this section of the report have been in development for quite some time. As an example, the SAFE Network is in its 12th year of development and on the cusp of public release. Much of what we have described, although not ‘normal’ today, is not new.

Over the past few years we’ve seen a proliferation of data breaches and data policy breaches. These impact individuals, organisations and society at large. It’s now recognised that the way we consciously design technology and information ecosystems directly impacts our way of life.

Although there are many lessons to be learned from past events and current behaviours, we believe one stands above all:
It’s time to meaningfully collaborate for change.

To realise the purpose of CDR, new thinking, new approaches and new models must emerge.



Hungry to learn more?

Let’s talk

A strategy for Consumer Data Right

Greater Than Experience

Strategy Overview

The intent of this reference strategy is to inspire ambition and provoke thoughtful discussion amongst key ecosystem participants. It's an opportunity for us all to sit back and ask: *What might be?*

We've developed this reference strategy by asking and answering five key questions:

1. **Where are we now?**
   A (fairly) objective view of our current state.
2. **Where do we want to be in the future?**
   An ambitious vision for how the world might change if we act now.
3. **What will we do to get there?**
   A strategic plan to close the gap between our present and future.
4. **How will we do it?**
   The specific functions (tactics) of the strategic plan.
5. **How will we know if we're making progress?**
   The things we collectively value and decide to measure.

These questions are answered diagrammatically and in written form. They're supported by examples that illustrate our perspective.

1.Where are we now?

This is our current state.

In 2017, the Productivity Commission released a report recommending a ‘Comprehensive Data Right’ for Australians. Later the same year the Treasurer, the Hon Scott Morrison MP, commissioned the Review into Open Banking in Australia.

> *“Since then, the Government has decided to legislate a Consumer Data Right to give Australians greater control over their data, empowering customers to choose to share their data with trusted recipients only for the purposes that they have authorised. The Right will be implemented initially in the banking (Open Banking), energy, and telecommunications sectors, and then rolled out economy-wide on a sector-by-sector basis.”*

A number of concurrent work streams are underway. The outputs from these workstreams are informing early CDR implementation decisions. As it stands, it’s all hands on deck to help prepare the ecosystem for the February 2020 deadline. A complete timeline from Treasury is available here.

2.Where do we want to be in the future?

Imagine it’s 2030.

Digital society is flourishing. Technology is augmenting our abilities. We’ve got more time to truly experience life’s most meaningful moments.

The Australian Digital Economy is thriving. The Consumer Data Right Ecosystem - the way it’s been designed and the way it’s impacted society - is responsible for much of this.

Individuals have access to simple, secure, effective and empowering tools. They’re using these tools to make better choices. It’s easier than ever before to gain access to the right products and services. People are spending more time on the activities they enjoy and with the people they love.

Organisations have transitioned away from quarterly thinking. They have designed their incentives structures in direct alignment to the outcomes their customers care about most. They're designing products and services that directly contribute to valuable, meaningful and engaging life outcomes. The most trustworthy organisations are the most valued.

Our economy is innovative, creative and highly competitive. We're monitoring and valuing wellness, along with a variety of other metrics that truly matter. These metrics - qualitative and quantitative - give us a shared view of the collective 'health' of our society.

There is meaningful and ongoing public discourse. We've developed a clearer, shared view about what matters most: *The health, well-being and survival of our ecology and species.*

Although this might sound far fetched given where we are today, it's the type of future we need to imagine if we're to go out and ambitiously design it together.

3.What will we do to get there?

Designing a platform ecosystem.

To progress towards a trustworthy, highly competitive and humanity-centric information society that truly benefits the Australian people, we propose a new take on platform ecosystem strategy.

We'd argue that the CDR ecosystem - and the future of the Australian Digital Economy for that matter - can be thought of as a modern, uniquely differentiated and highly collaborative platform ecosystem.

Such an approach can ***enable organisations*** (primarily supply side participants) ***to define, design and deliver valuable, meaningful and engaging lifestyle outcomes to individuals*** (primarily demand side participants).

We can do this. We should.

Through deep collaboration and focus the ecosystem can be intentionally designed through:

1. Governance and incentives frameworks that promote and reward outcome alignment
2. Leveraging emerging technologies and standards to ensure privacy, security and effective individual controls, and
3. Promoting diverse participation and innovation by design.

But how?

Focused, cross-functional collaboration towards shared goals that verifiably demonstrate benefit to our society.

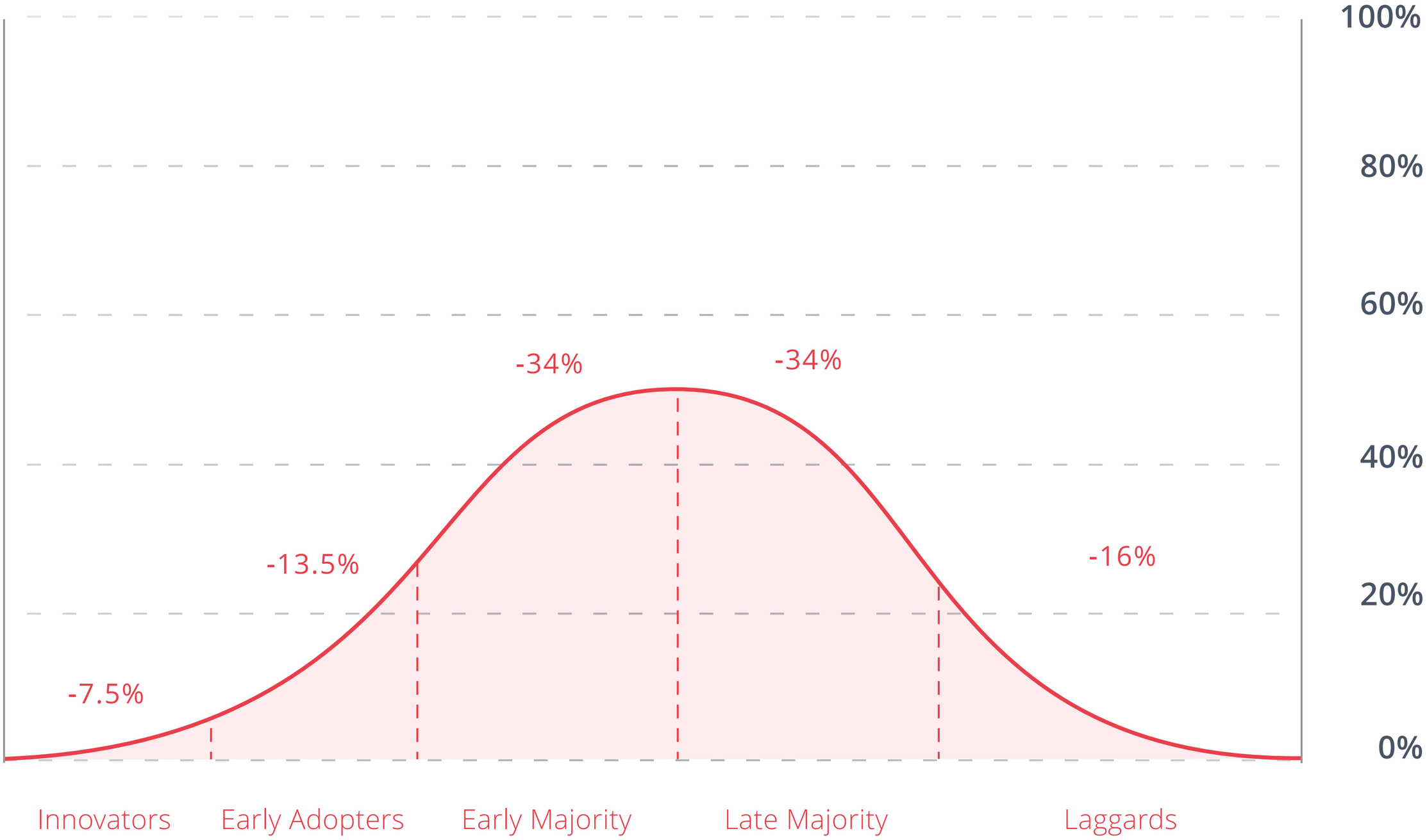
That’s how we’d describe the CDR strategy in a sentence.

The following section breaks down each component of the visual strategy.

Watch a guided video talking through the strategy

~8 minutes

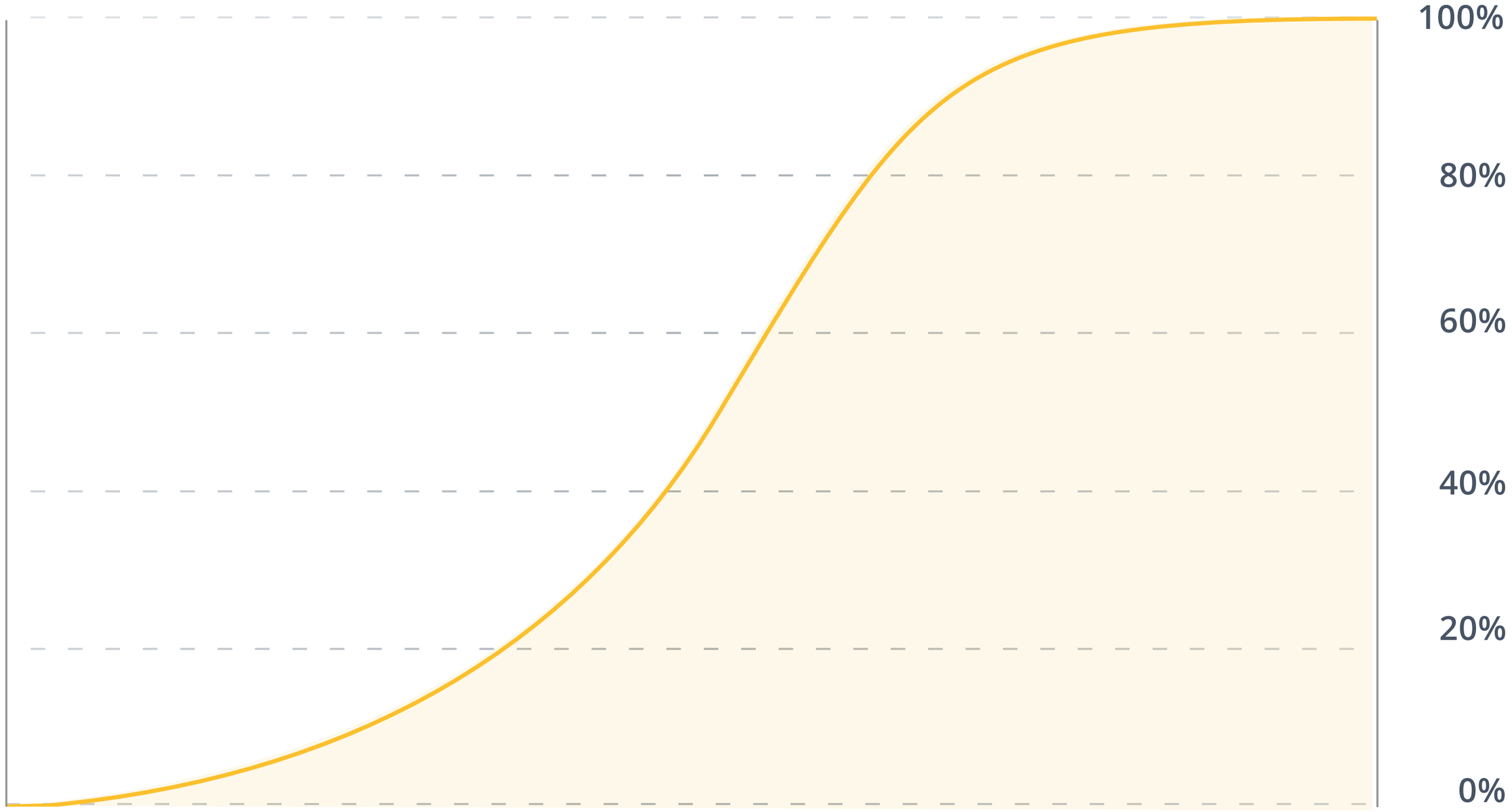
Adoption cycles



Participation on both the supply (organisations supporting consumer outcomes through products and services) and demand side (individuals using products and services to achieve outcomes) of the ‘CDR market’ will occur gradually. We’ve used Diffusion of Innovation Theory to represent this.

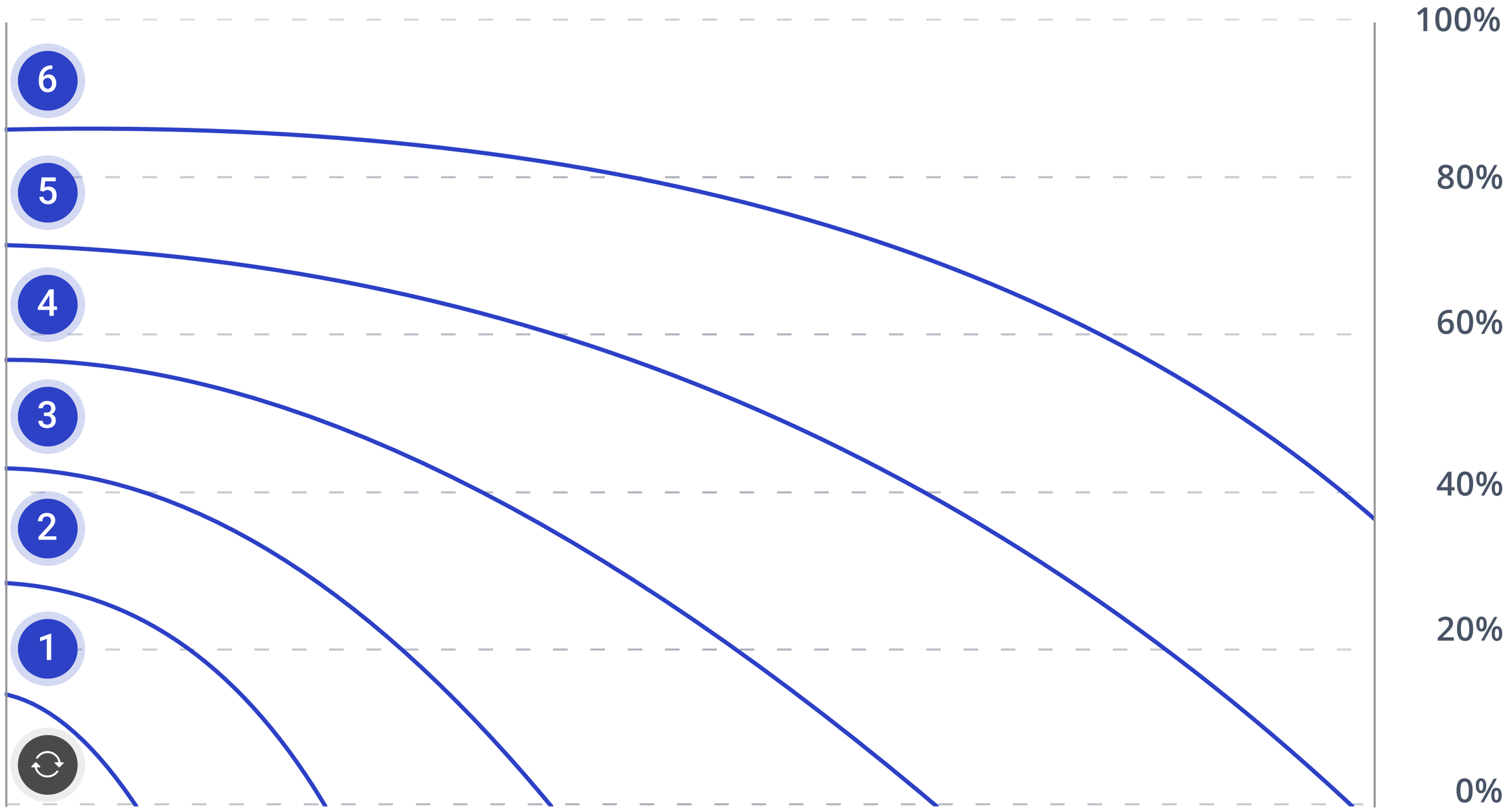
This acts as the foundational layer of the visual strategy.

Total participation



This represents the total percentage of individuals actively participating in the ecosystem. It builds upon the perspective that people will be motivated to participate based on a variety of motivational forces. It assumes that, over a multi-year period, CDR has the opportunity to positively impact the lives of all Australians.

Supply Side Growth

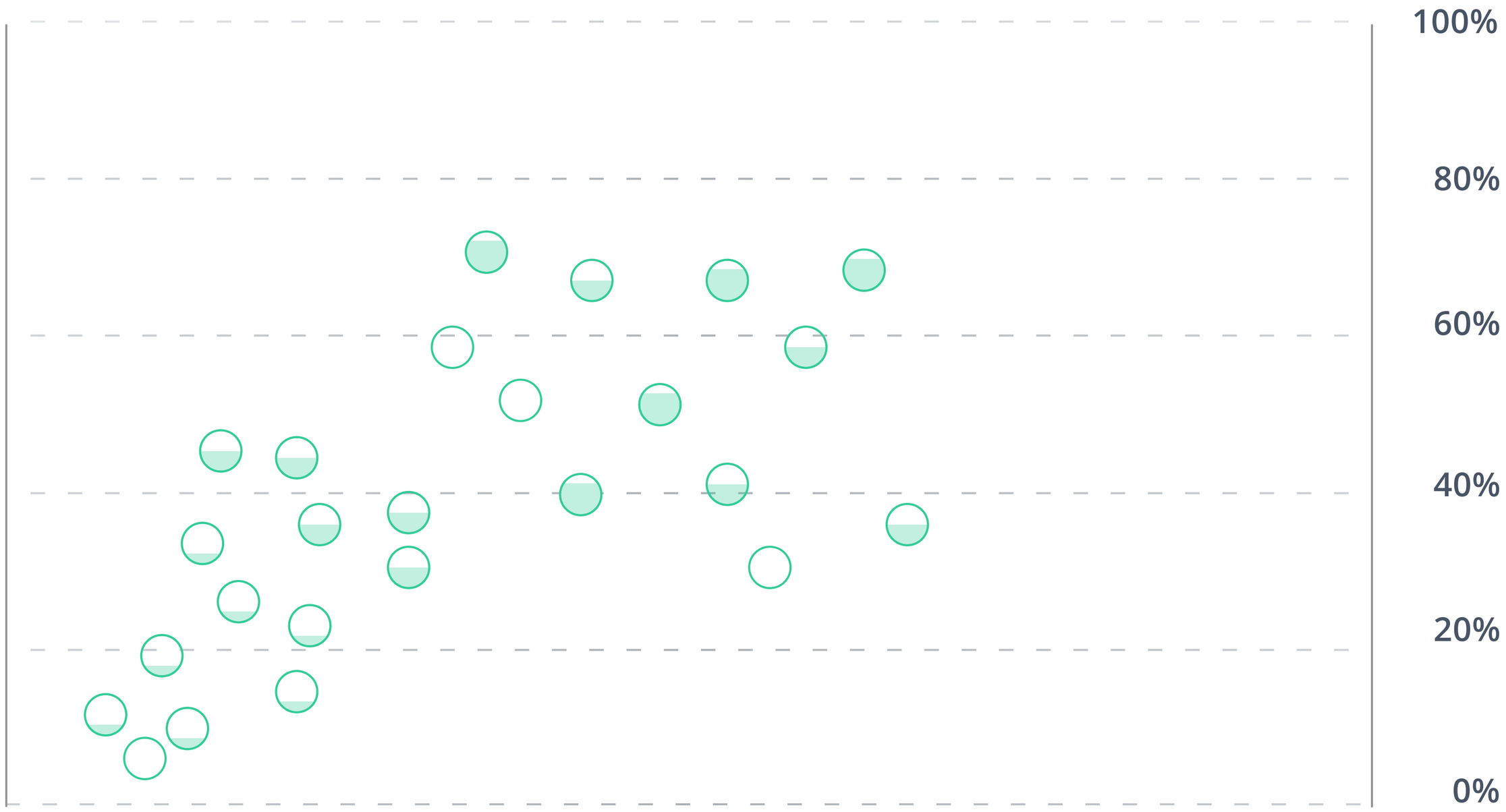


Sector Waves

- R&D and Foundational Standards Development
- 1 The Big 4
- 2 Broader Financial Services
- 3 Energy
- 4 Telecommunications
- 5 Cross Sector
- 6 Economy Wide

Six of these layers represent new supply side categories entering the ecosystem. This begins with the beta testing taking place within the Big 4 banks and culminates in cross-sector, economy wide participation, where CDR data sharing underpins the delivery of new outcome focused products and services.

Demand Side Growth



Marketplace Creation - Problems Worth Solving

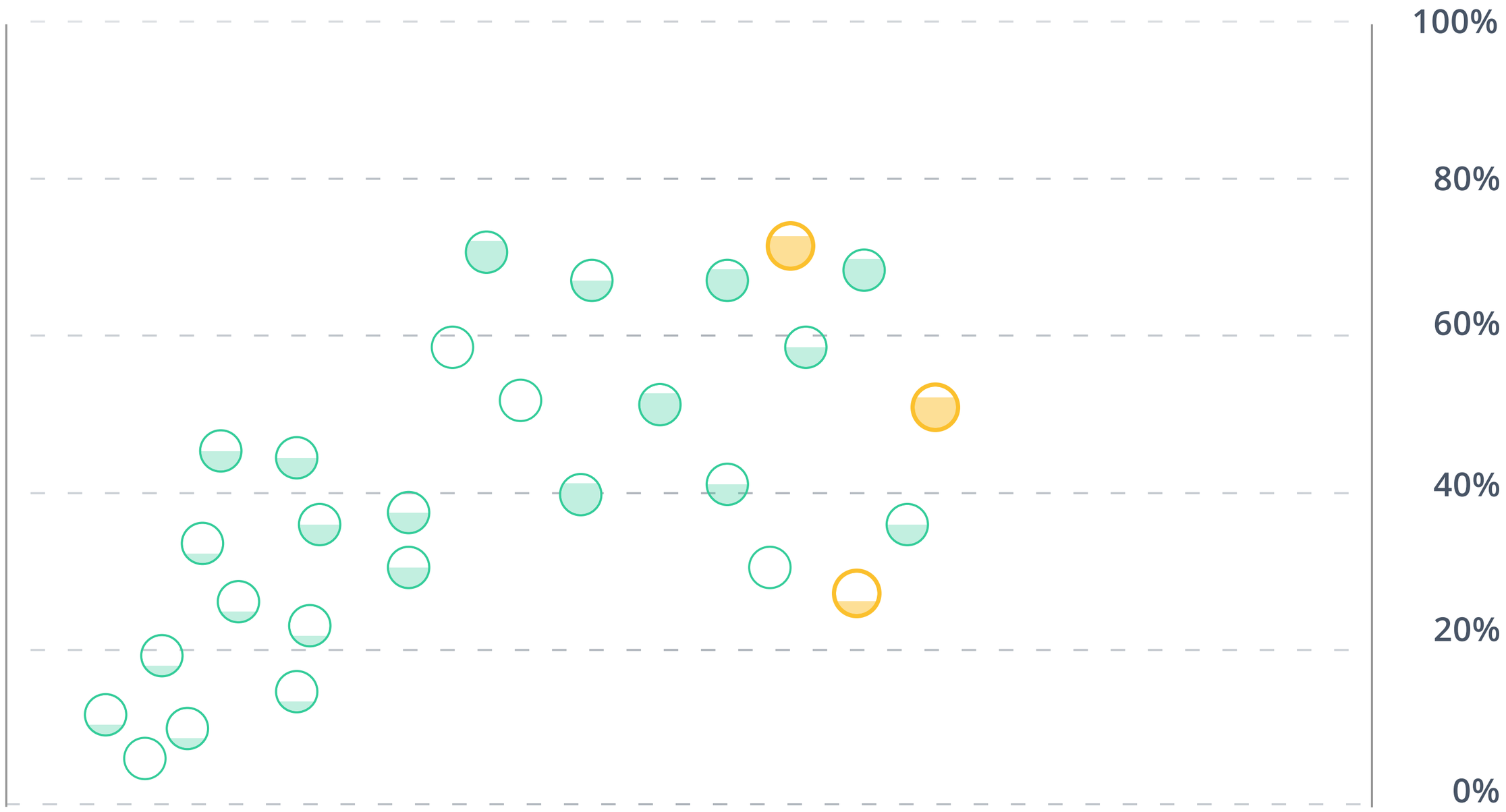
Supply - Outcome pathways via Products and Services

Demand - Outcome expectations and Jobs To Be Done

Market - Markets made and Jobs To Be Done being met

These circles represent new products and services from supply side participants (i.e. Banks). The desirability of the product or service propositions, combined with the expected (and verifiable) safety resulting from ecosystem protections encourages demand side participants to begin entering the ecosystem.

Demand Side Growth



Intentions Marketplace

Intentions Casting - Outcome intent published to the marketplace and met by most verifiably trustworthy supply side participants

This approach to supply side product and service development is augmented once the ecosystem reaches a specific level of maturity. Once it does it becomes possible for an effective intentions marketplace to be established.

This enables ‘personal’ (not personalised) outcome focused products and services to be designed where data flows seamlessly and securely via the individual the data relates to.

Enabling functions

Foundations for a flourishing ecosystem.

Informed, active and safe data sharing is the underpinning of the CDR ecosystem. This is a determinant of the initiatives success.
To achieve this result we've focused on highlighting five specific ecosystem design considerations:

1. An Experimentation and Collaboration Framework
2. Trustworthy Technology
3. Outcome-Aligned Incentive Structures
4. Truly Accountable (Data) Ethics Frameworks
5. Simple, Effective and Empowering Consumer Experiences

These focus areas are both strategic and tactical. They do not represent every ecosystem design consideration. They highlight specific areas that require the collaborative focus of key ecosystem participants.

4.How will we do it?

By working together.

Through focused and meaningful collaboration, the ecosystem can develop a shared perspective about the future it intends to design. Specifically, this section will focus on:

1. Experimentation and Collaboration Framework
2. Trustworthy Technology
3. Outcome-Aligned Incentive Structures
4. Truly Accountable (Data) Ethics Frameworks, and
5. Simple, Effective and Empowering Consumer Experiences

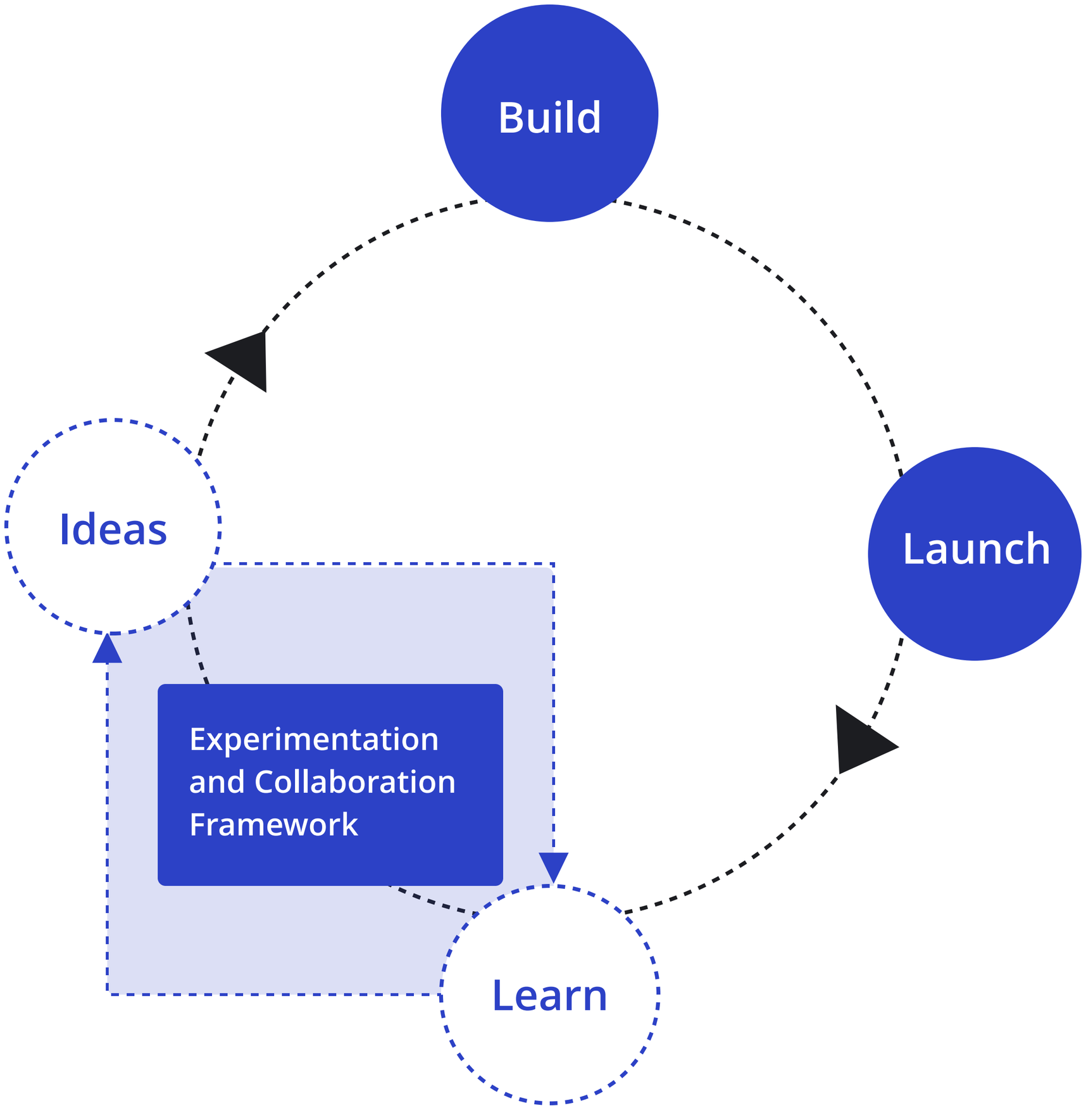
4.How will we do it?

Experimentation and Collaboration Framework

This framework serves multiple purposes, both in the short and long-term. Most importantly, it enables ecosystem participants to collaborate in the face of extreme uncertainty and ambiguity. It supports ecosystem participants in working together to progressively increase confidence in the actions it intends to take. It does this by supporting the establishment of qualitative and quantitative evidence across attitudinal and behavioural dimensions.

4.How will we do it?

A framework for validated learning.



Watch a short guided video talking through the framework

~3 minutes

4.How will we do it?

Trustworthy Technology

As referenced earlier, new technologies and standards are emerging. These developments are supportive of more effective approaches to privacy and security. Unlike the internet we interact with today, many of these have been designed in ways that make data protection part of the design, not an afterthought.

By relying on some of these approaches, we argue that a trustworthy, highly competitive and humanity centric digital economy is not just highly desirable, but far more likely to become our reality.

This ‘idealised’ platform architecture provides an indication of what is possible. While there are platforms that aim to provide similar functionality (as referenced earlier in Part 2), this is anchored to the goal of designing a verifiably trustworthy, humanity centric information ecosystem.

Trustworthy Technology

Mission

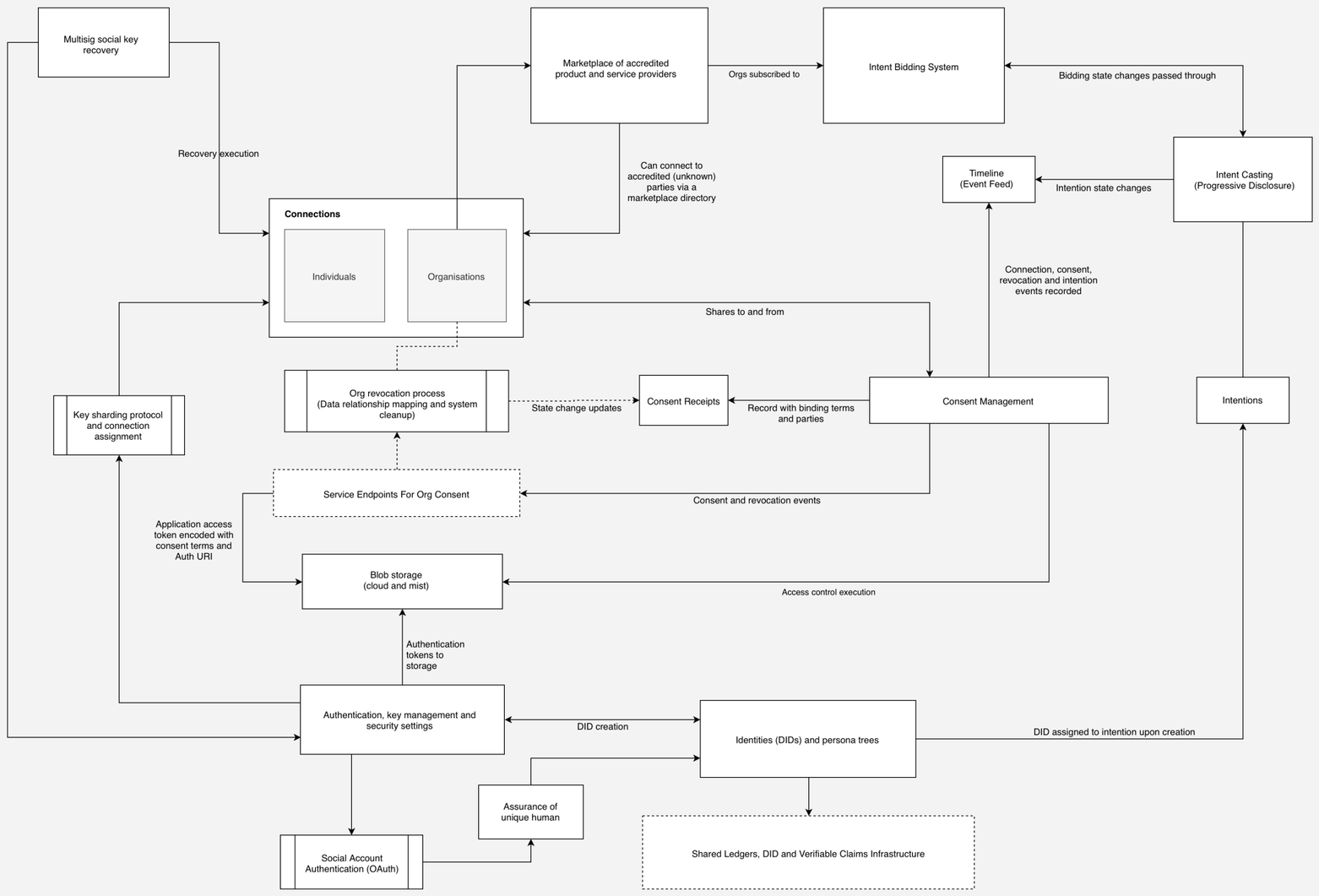
To empower consumers to get value in exchange for data they share and make progress towards a more informed, active and socially preferable data sharing ecosystem.

Vision

Digital self sovereignty will be the most pivotal innovation lever of our time. Enabling verifiably trustworthy organisations to create personally contextual experiences that reflect the values, desires and needs of individuals and humanity.

Product Architecture

A privacy centric personal connection and consent experience product that facilitates data exchanges that are valuable, meaningful and engaging.



Watch a video where our Chief Platform Officer, Mat Mytka, explains the rationale behind the overall design and specific components

Watch the video

~5 minutes

Download the diagram

4.How will we do it?

Outcome Aligned Incentive Structures

The Hayne Royal Commission report highlighted that there are times when misconduct is being rewarded. It's arguable that this is not a unique challenge. It's not just about financial services. Big Tech experiences the exact same challenge as a result of what it measures. It values what it measures. It rewards what it values.

When faced with tradeoff decisions, this can result in poor outcomes for consumers. Behaviours are largely the result of incentive structures (along with the broader socio political context). When incentive structures don't align to the outcomes consumers care about, someone has to lose... As we are all well aware, the loser is rarely the organisation. We must remember that corporations exist to 'maximise shareholder value'.

If the CDR ecosystem is to thrive as we've suggested it has the potential to, we must:

1. Define (together) what we value
2. Measure what we value, and
3. Reward the progress that's made

This requires change.

It’s distinctly different from the current state. Working towards this will require us to redesign incentives structures in direct alignment to the outcomes consumers (demand side participants) value most.

This is a challenge in many ways. It has a variety of implications, ranging from the way public markets assign value through confidence in the unknown (recent results and forecasts) to the way organisations define, design and implement new products and services.

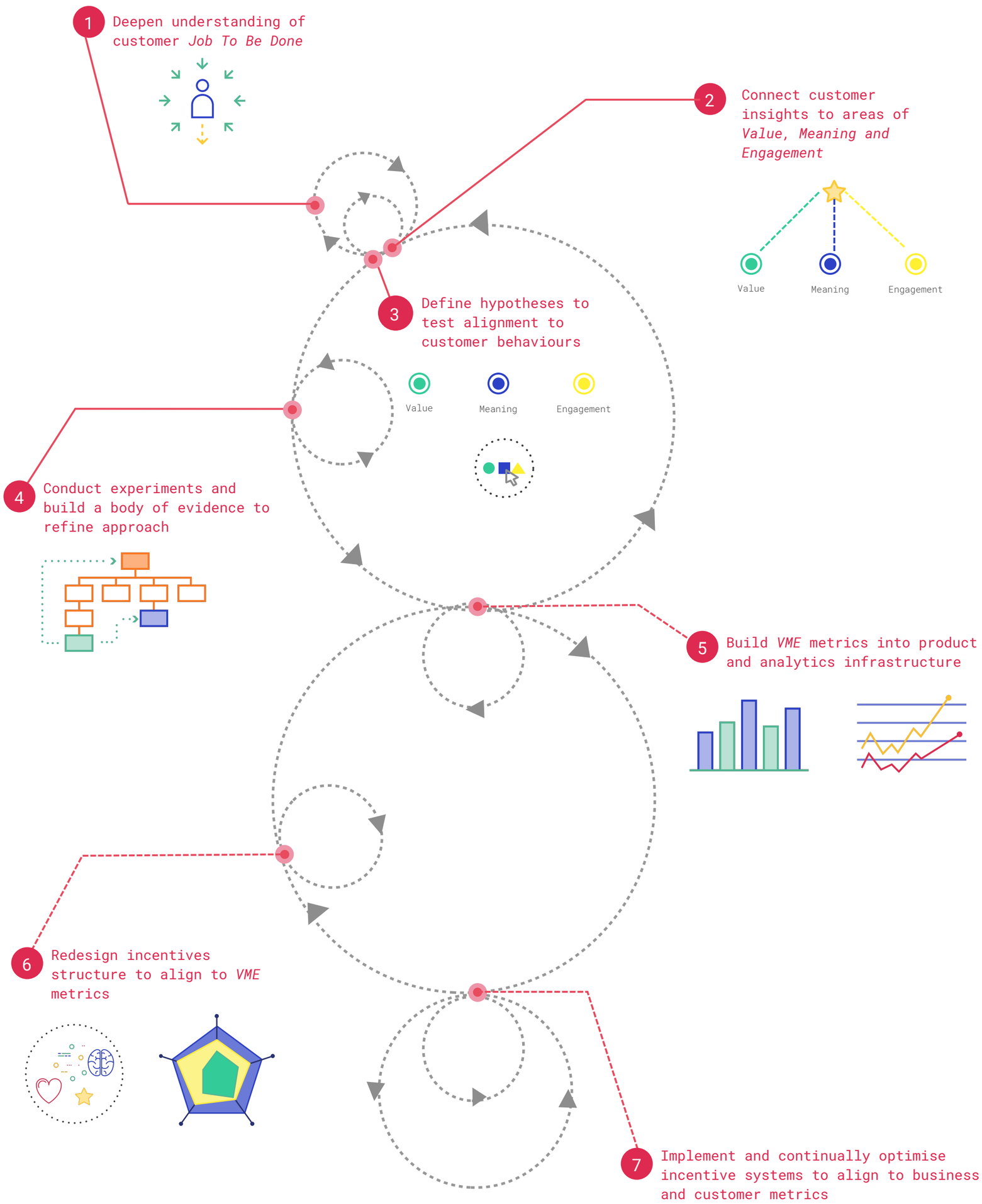
It can be done sytematically.

This process, referred to as Value, Meaning and Engagement (VME) Design, is a methodological approach to:

1. Help organisations understand the forces motivating their customers to act, along with the situational triggers that might inspire new behaviour
3. Define a series of new, consumer focused metrics
4. Align internal structures to these new customers metrics, and
5. Progressively implement a change program to support the delivery of these metrics across incentive structures, analytics infrastructure, as well as product design, development and marketing practices

This is perhaps the biggest and most pressing challenge the ecosystem faces. To overcome this we have to believe that it is possible to make what is good and right for individuals and society an incredible driver of business value. Only if we do this can we work together to progressively figure out the specifics of how.

The whole process



Watch a guided video talking though the process

~3 minutes

4.How will we do it?

Truly Accountable (Data) Ethics Frameworks

Ethics has become one of the hottest topics in business. This has been met with considerable scrutiny. Many mistakes have already been made.

Short of critically interrogating these efforts in depth, it's clear there are gaps in the market. Ethics Frameworks should not exist in place of policy. They should be more than 'see through' principles. They should be operational, contestable and verifiable.

For the purpose of this report we will focus on Data Ethics.

Data Ethics is a new branch of ethics studies.

Data Ethics help define what an organisation will and won't do (with data). They help hold people and processes to account. They can help maintain alignment to customer outcomes. They can increase the likelihood that conduct is positive.

Empirically, it's our view that data ethics can be the difference between trustworthy services and trust hacks. As we've established throughout this report, this matters now more than ever.

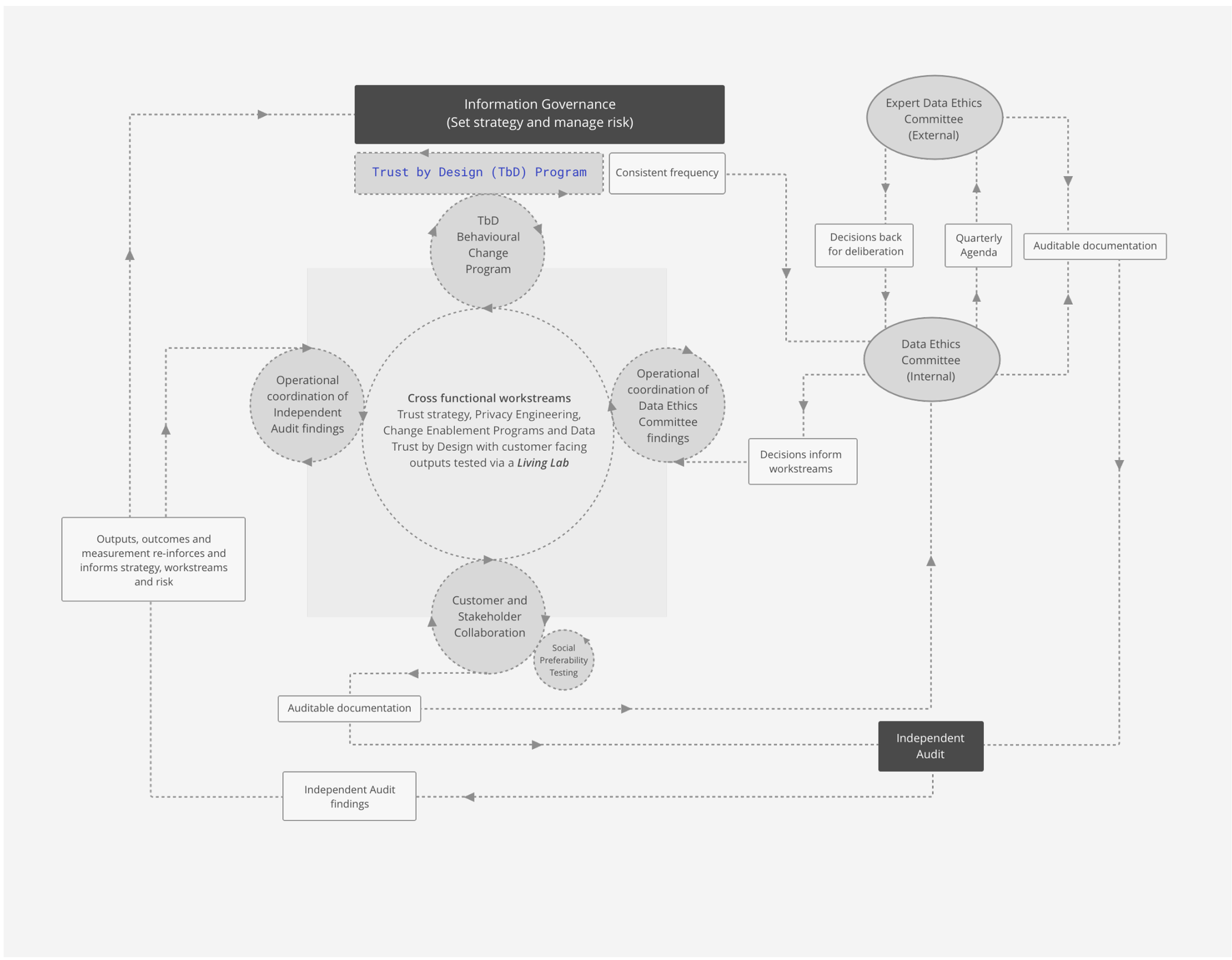
As of today, there's a real gap between principles and practice. That's why we the CDR ecosystem and its participants should focus on 'operationalising' Data Ethics Frameworks.

A Data Ethics Framework defines the consistent process an organisation executes to decide, document and verify how its data processing activities (intent and outcomes) are socially preferable.

By definition this is a challenge. It requires organisations to define a perspective, develop a hypothetical framework, put that framework to the test and constantly optimise it collaboratively with key stakeholder groups.

Given our current state, an operational framework like this will change how organisations operate. It'll enhance their ability to deliver ethical, verifiably trustworthy products and services to the people who want and need them most.

The process



Watch a video of our CEO, Nathan Kinch, talking through a visual example of a data ethics framework.

Watch the video

~11 minutes

4.How will we do it?

Although the entirety of this framework is specific and intentional, there are three components worth highlighting:

1. Information Governance
2. Social Preferability Testing, and
3. Independent Auditing

Information Governance

Somewhat like Corporate Governance, there is no agreeable definition for Information Governance. However, broadly speaking, Information Governance is about setting information strategy, whilst effectively identifying and managing information risks.

It could also be argued that Boards must become at least partly responsible for this function. At present, few Boards are comprised of the appropriate skills and experiences to make this so.

This matters because Boards create the authorising environment for actions within an organisational context. By explicitly incorporating an operational Data Ethics Framework into information strategy (which of course results in uncertainty and thus new risks), Boards create the authorising environment for Data Ethics to become an integral function of a modern information business.

4.How will we do it?

Social Preferability Testing

Social Preferability Testing is something few people have heard of. It serves the purpose of helping organisations collaborate directly with their key stakeholder groups, from independent advocacy groups through to regulators and of course, customers.

It challenges much of what is ‘normal’ today by proposing that data processing activities - the intent behind them and the real life impacts - are ‘socially preferable’ rather than merely ‘socially acceptable’. This distinction matters. It’s about finding ways to make what is good for people and society at large great for modern information businesses. It’s not about *“getting away with it”*.

4.How will we do it?

Although Social Preferability Testing is a distinct research activity, the general process is as follows:

1. Develop a proposal (i.e a new outcome focused product or service relying on CDR data sharing)

2. Put the proposal to the test internally against predefined Data Ethics Principles and criteria.
   If its a clear pass, continue.
   If it fails, go back to first principles and ask,
   “just because we can, should we?”

3. An external Data Ethics Committee reviews the proposal and accompanying documentation
   (i.e. Principles assessment). This should shed light on the proposal in a variety of new ways

4. Design a prototype so that the processing activities can be put to the test in their actual context of use (with customers)

5 Design and execute a tightly defined research program. This can be as simple as unimpeded outcome focused usability testing within a simulated context, supported by contextual inquiry and scoring methods. It's worth noting how relevant the Experimentation and Collaboration Framework is for this purpose

6 Synthesise the outcomes of research and present findings (along with accompanying documentation) to key stakeholders, such as regulators of key advocacy groups, and

7 Have the entire process independently audited and 'trust marked' for implementation

At first glance this looks like a heap of new work. In reality, it is. But only at the start. Once organisations evolve their workflows in such a way that these principles and practices are embedded into their existing workflow (let's say dual-track agile as an example), this augments rather than adds to existing ways of work.

4.How will we do it?

Independent Audits

From the skeptics perspective, a Data Ethics Framework helps evidence tradeoff decisions in such a way an organisation can appropriate a variety of risks. From the altruists perspective, A Data Ethics Framework helps evidence the quality, protection mechanisms and the value of a modern information organisation's approach to data processing.

Empirically and pragmatically we'd argue a Data Ethics Framework serves both purposes. It can be a risk mitigator and value creator for modern information organisations.

We view the inclusion of Independent Audits into the workflow of an operational Data Ethics Framework much the same. This process can help identify and mitigate risk. It can help expose new value opportunities. Importantly, it does this in such a way that the organisation is accountable for their actions, their decisions and their impact.

Independent Audits

This process provides the market with a strong external reference point. It helps showcase leadership and a commitment to live and breathe specific values and principles.

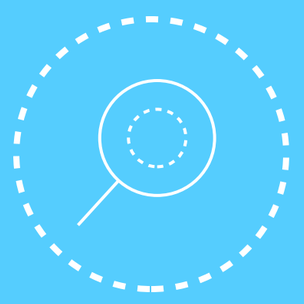
We'd also argue it opens up the market for a variety of new, value added services. This is part of how we can stimulate more meaningful collaboration between ethicists and the organisations designing the services that we rely on daily.

4.How will we do it?

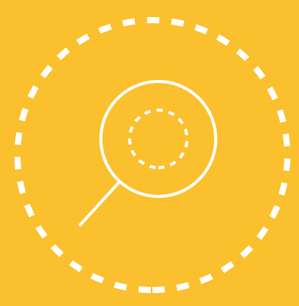
Simple, Effective and Empowering Consumer Experiences

It’s impossible to define how we will interact with services in the year 2030. This is not an attempt to do so. Rather, we aim to define a perspective that is extensible and interface agnostic. It’s about outcomes and how individuals interface with the process of attaining the outcomes they need and value most.

Before doing that, we need to define some terms.



Passive data sharing is the way in which individuals primarily interact with digital products and services today. They have limited control. They don’t have equal access to tools and technologies that enable them to use their data for their benefit. As we’ve already established, this is not something people ‘feel’ good about.



Active data sharing is a differentiated state in which people have control. They have simple, safe and effective tools that support them in using their data in ways that benefit them (or causes they care

Simple, Effective and Empowering Consumer Experiences

The CDR Ecosystem has an opportunity to progressively transition the primary engagement model for consumers away from passive data sharing towards active data sharing.

The underlying ecosystem design - from the technology to incentive structures - will be hugely influential in this progression. However, the way people actively interact with CDR data sharing and CDR enabled products and services is perhaps the most visible and influential component of the ecosystem to individuals.

The experiences consumers interact with need to enable them to quickly and effectively appropriate value. They need clear visibility of tangible progress. They need to be able to assess the impact data sharing has had on their service and life.

As a result, ***we'd propose the ecosystem develop a set of extensible design principles.*** These principles can be put to the test through the Experimentation and Collaboration Framework. The lessons learned can help evolve the Consent-Based Data Sharing Design System we developed as part of our work with the Consumer Data Standards Body.

5.How will we know if we're making progress?

Visibility of tangible progress helps sustain motivation.

Platform ecosystem designers need a clear view of where they are today, where they'd like to be in the future and how they are progressing towards that desired state.

In many cases, an attempt to develop a clear view of progress visibility would start with measures. As referenced above, we believe this is selling our future short. Rather than valuing what we measure, we should 'measure' what we value.

This is an important distinction, not just because it shifts our mindset, but because we often value intangibles. We value outcomes, feelings and perspectives that cannot always be 'counted'.

What do we value?

This is a challenging question. We, as the researchers and designers of this report, cannot possibly answer this question on behalf of an entire country. Here are a few ideas we trust will stimulate thought and meaningful discussion:

Dispensable time

This is the amount of time Australians have on a weekly basis where they are absolutely free to choose how they spend it. We recognise this isn't an outcome and 'measure' that exists in a silo. Disposable income, geographical location, choice architecture and city design, along with physical and mental health all contribute.

Sustained health

This is the period of our life we enjoy optimal physical and mental health.

Ideally we are free from preventable lifestyle diseases. We are stimulated and enjoy full cognitive capacity. We are able to use our bodies and minds to enjoy life to the fullest.

Agency

This is the capacity we have to act individually and make our own choices. Our right to privacy - the right to be free from unwarranted or unwanted interference - is inextricably linked with agency.

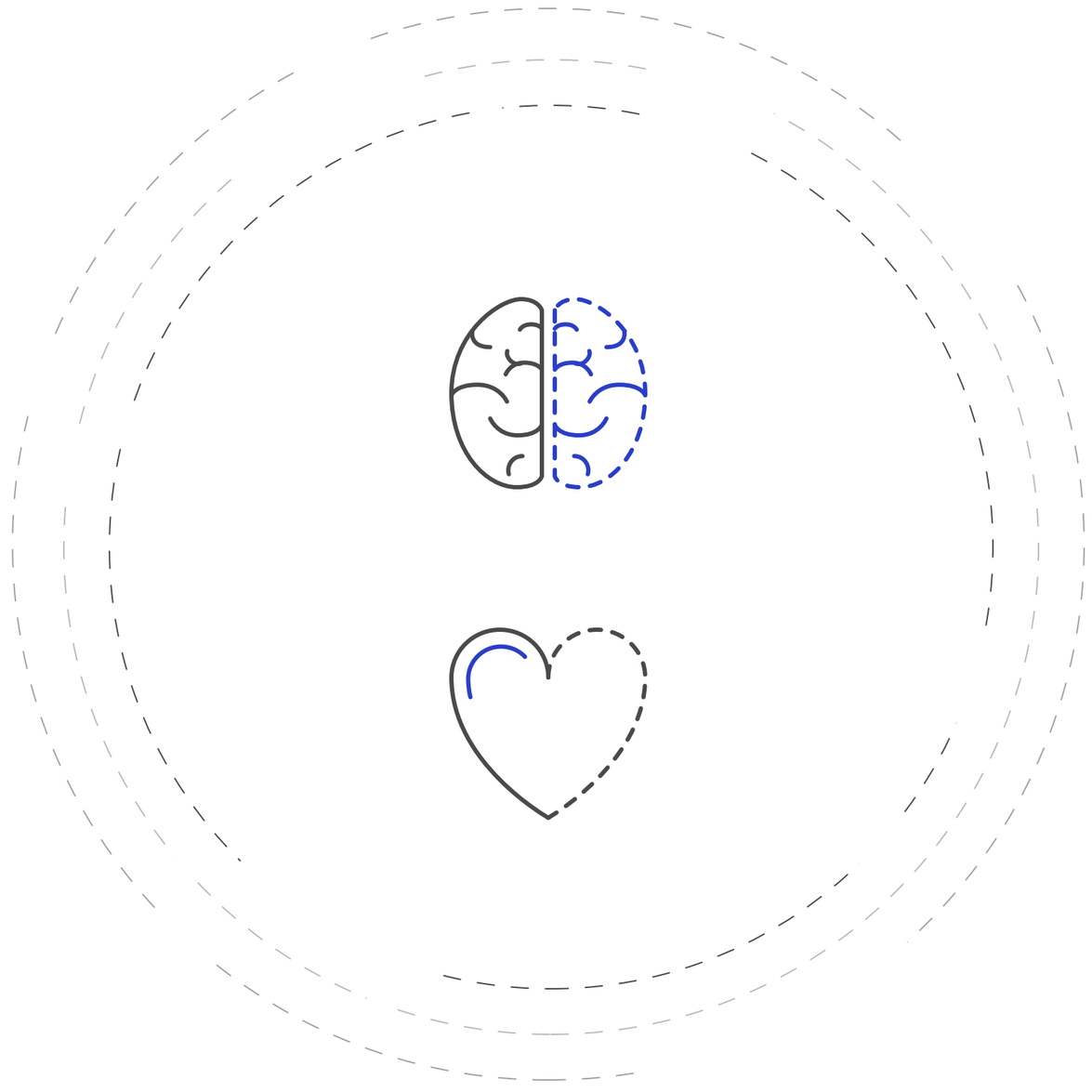
Opportunity

This is an incredibly broad value. It's about how our shared socio-political context enables people to act individually, make their own choices, be free from unwarranted or unwanted interference and live a healthy and fulfilling life.

Our ecology

Our ecology is on the brink of destruction. None of the above, or anything else for that matter, becomes possible if our ecology becomes unlivable for our species. This is the existential threat of our time. If we don't value this, well...

The list of what we value could go on for far longer than we have time to write (or you have the patience to read). This is not about exhausting our options. It's about provoking thought and stimulating discussion. By thinking differently and working together we can make progress towards a future worth living.



What have we missed from the list?

Let us know

The potential impact and consequences

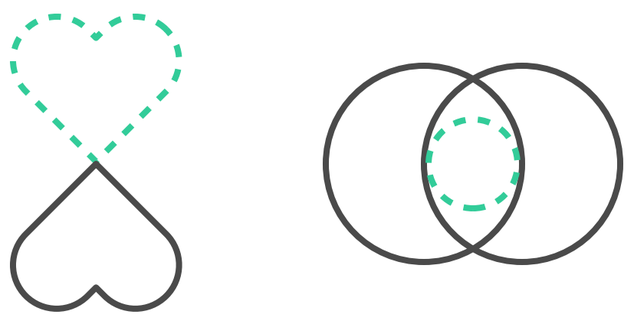
Potential impact and consequences

Who wins and who loses?

This is a valid question. There isn't a simple answer. It depends on how we define winning and losing. It depends on what we value and measure. It depends on the type of future we're intent on designing together.

To stimulate discussion on this topic, we've separated supply side participants from demand side participants. Within each category we will highlight some examples of positive and negative consequences that might be associated with, or even caused by, the platform ecosystem strategy we have articulated.

Supply Side Participants



Which organisations stand to gain from a verifiably trustworthy, highly competitive and humanity centric digital economy?
Which stand to lose?

As above, this isn’t a simple question.
Ultimately ‘it depends’.

For the purpose of discussion, let’s highlight some examples.

Potential impact and consequences

The Big 4

The Big 4 enjoy an oligopoly market position within one of the worlds most profitable banking sectors. There is an argument for the idea that, assuming these organisations command most of the market share and power, a highly competitive landscape would negatively impact their position. This argument might have validity.

As an example, Neo Banks and other FinTech startups might utilise CDR data sharing, along with lower fixed costs and differentiated pathways to market, to ‘grow share of mind and wallet’. In other words, CDR might enable them to win new banking customers. As a result, these customers may discontinue their relationships with The Big 4.

Net result? The Big 4 loses customers.

But there are plenty of arguments that challenge this. You could argue the current banking sector has limited opportunities to create net growth for their commercial lines of business.
We would argue this assumes the existing product and service thinking prevails.

Our question:

What happens if banks become adept at outcome design?

If banks become adept at outcome design?

What happens when banks showcase their trustworthiness by communicating their actual intent clearly, consistently delivering value and truly owning the consequences of their actions? Will people be willing to share more of their lives with The Big 4? Could The Big 4 use this new and unique access to their customers data to learn more? Could they use these insights to deliver personal lifestyle services that help people achieve the outcomes they need and want the most?

A simple example of this can be observed through Goal Mate. Goal Mate promises to help someone define and progress towards their goals by helping them use their data in new and unique ways. It's the type of tool the CDR ecosystem can help establish.

There's no reason why The Big 4, or any other accredited organisation, couldn't create a service like Goal Mate.

Back to our initial question:

Does The Big 4 win or lose in the CDR ecosystem?

It's up to them to decide.

Potential impact and consequences

Startups

Surely startups stand to gain from participating in the CDR ecosystem? This isn't necessarily the commonly held view. In fact, some startup founders have been vocal in expressing their concerns for CDR. Their perspective? Open Banking will not work (at least in its current implementation) .

Although healthy skepticism should be encouraged in almost any setting, this may well be a short-sighted view. We are talking about something far more than Open Banking. We are talking about the foundational information flows of the digital economy. We are talking about empowering consumers with new tools and protections. We're talking about an ecosystem that invigorates competition.

As with the above, there's absolutely no reason why new and unique services offerings that utilise CDR data sharing to help consumers achieve lifestyle outcomes can't be developed by ambitious startups. In fact, CDR could help establish an entire new breed of products and services for consumers. In the UK, these types of services are estimated to represent an untapped market opportunity of over £16.5bn.

Potential impact and consequences

Service Providers

We all know service providers are already tapped into the CDR opportunity. New practice areas are being established as you read this.

Although this is a little ‘tongue in cheek’, this can be a really great thing. Imagine deep collaboration between the likes of The Ethics Centre, Deloitte and a well funded startup. What might they achieve by pooling ideas, challenging each other and working towards a shared vision?

CDR can be a stimulant for a vibrant digital economy. If we can create new value through this initiative, we create incredible commercial opportunities for a variety of organisations across sectors. This new value can drive economic growth. It can put us on the map as a leader in digital society.

Potential impact and consequences

Demand side participants

The Digital Platforms Inquiry and recent Day in the Life of Data report highlight real challenges that individuals and organisations face in this country. If an organisation knows even more about its customers than it does today it can assert a biased perspective that ends up causing material or immaterial harm. The counter to this is that knowing more provides opportunities to support people when they want or need it most.

So who will the CDR benefit?

It depends on the implementation.

Perhaps most obviously, active participants stand to gain. They can use new products and services to help achieve lifestyle outcomes that really matter to them. Equally as obvious is the group of people all over the country who either lack the required 'digital literacy' or are unable to actively participate for a variety of reasons.

This is a real challenge.

It's why we are defining the CDR ecosystem vision as humanity centric, not human centric. Humanity centricity is about our collective journey. It's more about coopetition than competition. It's about finding ways to share the benefits of technological and societal innovations.

There are a variety of other considerations worth calling out. Specifically the relationship between privacy and mental health. If the CDR ecosystem fails to empower people with the right to privacy (see Part 1 de-identification case study for reference example of risk to this), how might it impact our collective health and wellbeing?

These are but a few of the many questions we must ask and seek answers to. They matter now more than ever.

Ready to take action?

Let’s talk

Conclusion

What world will our children inherit?

This is one of the biggest and most confronting questions we can ask ourselves.

Beautifully, much of it can be influenced by the choices we make today.

Throughout this report we have shared a perspective about the type of world we'd like to live in. We have presented ideas for how much of this can be defined and collaboratively designed.

Our work doesn't answer all of the questions. It doesn't even scratch the surface.

What it does do is give us all something to talk about. It gives us something to build upon.

It's from this foundation that a humanity-centric future can be collaboratively designed. It's bigger than information. It's about our entire nation. It's about the type of future we'd be proud to pass on to our children.

There's no time like the present. Let's take action together.

Authors

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Greater Than X

Building upon his leading work in the Personal Information Economy across Europe and North America, Nathan founded Greater Than X to help organisations find better ways to deliver customer-centric products and services.

Prior to this, Nathan was an Entrepreneur in Residence and founding CEO of a funded sports analytics start-up. Earlier in life he was an elite athlete.

In his role at Greater Than X, Nathan helps leading organisations build more trusted and valuable organisational structures and customer propositions.

Mat Mytka
Chief Platform Officer
Greater Than X

Mat's experience is informed by a diverse career spanning construction, documentary film, education, marketing, design and product management. An adept generalist with depth in solving complex business problems.

His experience and passion for privacy, personal data rights, decentralised tech and digital self-sovereignty spans a decade.

With project experience in digital identity, behavioural design, decentralised systems, and recent tenures leading platform product at the information management startup Meeco and Australian cryptocurrency exchange Bit Trade.

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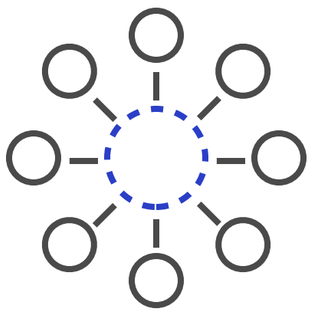
Bjørn is a visual and service designer with experience working globally for large brands like Google and startups like Meeco.

He began developing a passion for differentiated approaches to data sharing when he moved to Australia from Germany.

As Greater Than X's Lead Designer, Bjørn focuses on translating the principles and practices of Data Trust by Design into useful and usable design output across a variety of sectors. His most recent focus has been Open Banking in Australia and the UK.

About



Greater Than X works at the **forefront** of the **personal information economy**.

We help brands evolve their culture, workflows and practices in such a way they're able to systematically release verifiably trustworthy, data-enabled products and services to their customers.

Telefónica · Consumer Policy Research Centre · Data Transparency Lab · General Assembly · regional australia bank · Open Banking · Data61 CSIRO · facebook · volt bank · Suncorp · Aviva · trōv

We love coffee. Send us a note if you'd like to share one with us.