

**Francis Gross** is Senior Adviser in the Directorate General Statistics of the European Central Bank.

*Francis' main interest lies in developing vision, sustainable conceptual design and strategy for overcoming the dual disruption of rapid globalization and digitization. The focus lies on measurement. The crisis taught us that we need to build measurement tools that will be effective at the scale and speed of finance also in 20-30 years, i.e. global and real time, especially in a crisis. The immediate aim is to design and drive the implementation of concrete, feasible measures with transformational power.*

*The underlying strategic credo is that to achieve that goal we must make the world more measurable. A simple first step is to build global data infrastructures that make global standards real for all. For that, authorities and the private sector must work together, globally, separating areas for cooperation from those for competition.*

*Francis' immediate focus lies on the "real world - data world" interface, beginning with object identification, specifically legal entities. He serves on the Regulatory Oversight Committee of the G20-backed Global Legal Entity Identifier System (GLEIS) and has been instrumental from the start in the emergence and development of the GLEIS.*

*Prior to joining the ECB in 2001, Francis spent fifteen years in the automotive industry, eight of which at Mercedes, working mainly on globalisation, strategic alliances and business development.*

*He holds an engineering degree from École Centrale des Arts et Manufactures, Paris, and an MBA from Henley Management College, UK*

*In his free time, Francis coaches athletes for javelin throwing, including the current decathlon world champion.*