Our company (belonging to the sports and entertainment sector) has a specific Business Intelligence & Analytics Department, composed of around 25 people, including data engineers, data architects, data scientists, experts on data governance and data-driven transformation. The main objective of the Department is that business decisions are taken based on data evidence. For that purpose, its main functions include the creation of a data platform and data centralization and management within the organization, as well as the support to the different business areas in two main ways: (i) visualization and analysis of the most important KPIs through dashboards and reports; (ii) the use of predictive techniques for better decision-making, which include machine learning algorithms and Artificial Intelligence (AI) applications.

All our machine learning/AI projects comply with "best practice" requirements, namely robustness and accuracy of the models (distinguishing between training, validation, and test data), keeping of historical records, non-discrimination, and human oversight. The latter is very important, as these algorithms never lead to an autonomously operating applications, but rather provide with the solution for a particular need, which then is revised and decided upon by responsible staff.

Several examples are the following:

- Fraud detection, which is applied in 3 different ways: (i) use of regression techniques and anomaly detection algorithms to identify and prevent match fixing; (ii) analysis of the variables that trigger fraudulent behaviors in TV broadcasting contracts; (iii) detection of irregular betting odds, based on historical information and the effect of game "events".
- Other relevant examples for the White Paper are related to face recognition (framed in the larger debate of biometric identification) and content recommendation, which stem from non-discriminatory segmentation and profiling of fans and users of our digital content.