UNLEASHING THE POWER OF GENERATIVE AI IN PRODUCT MANAGEMENT: TRANSFORMING THE WAY WE BUILD PRODUCTS

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HOW MANY OF YOU HAVE TRIED GENERATIVE AI?

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Business | First thing we do, let's bot all the lawyers

Generative AI could radically alter the practice of law

Even if it doesn't replace lawyers en masse

⏸

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Will AI Replace Lawyers?

Niels Martin Brochner Forbes Councils Member

Forbes Technology Council

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When A.I. Chatbots Hallucinate

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Karen Weise reported this story from Seattle and Cade Metz reported from San Francisco.

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GENERATIVE AI: A BRIEF PRIMER

WHAT IS GENERATIVE AI?

Large Language Model (LLM), which is an AI system that reads, generates and predicts future text in order to complete a sentence or respond to a prompt.

SPOTLIGHT: CHATGPT 3.5 AND 4

- CHATGPT 3.5 AND 4 – PRE-TRAINED LANGUAGE MODELS
  - BETTER ABLE TO FOLLOW INSTRUCTIONS
  - LESS HALLUCINATIONS WHEN COMPARED TO CHATGPT 3
  - CHATGPT 4 IS CAPABLE OF THE MORE COMPLEX REASONING
  - CAN'T FINE-TUNE – LIKE USING LANGUAGE FOR ACADEMIC RESEARCH
  - INCOMPLETE FEATURE SET
  - CAN'T UPDATE THE KNOWLEDGE IN REAL-TIME
  - STILL HALLUCINATES

DESPITE THESE CHALLENGES: THE RATE OF CHANGE
AND IMPROVEMENT IS ACCELERATING

APPLYING PRODUCT MANAGEMENT FOUNDATIONAL PRINCIPLES

Define the "What"

- What is the job being done?
- Who will use it? Will it replace some users?
- Who is the customer?
- Look for similar and adjacent use cases in other markets

Economics and the Business Model

- What does it cost to use Generative AI?
- Are other forms of AI more suitable given current cost models?
- Will customers pay a premium for this technology?
- How is it changing customer expectations?

Managing Risk

- Watch the early adopters?
- Run some initial experiments using the jobs or problems your products are meant to solve
- What architecture do you use to allow you to adapt as the technology matures?

APPLYING THIS FRAMEWORK TO LEGAL TECH

Top Jobs:
- Contracts – Drafting/red-lining, Reviewing contracts
- Reviewing legal invoices
- Generating analytics to justify the cost and investment in legal services and technology.

Key Personas: Legal Professionals

- Professional Persona

- Risk averse

- Work with "content" and not "process"

Key Factors

Economics and Business Model
- Cottage Industry Model: Hourly Rate
- The enterprise is pushing for more tech automation and efficiency
- Legal departments are being asked to justify their budgets to the business

Managing Risk
- Client data privacy
- Anonymization strategy
- GDPR and other privacy regulations

CHANGED APPROACH TO UX

- GENERATIVE AI IS ABOUT HAVING A CONVERSATION WITH YOUR USERS

- MAKE SUGGESTIONS ON WHAT LANGUAGE TO USE WITHIN THE MODEL PROMPT

- THE PROMPT STILL NEEDS TO BE CONTEXTUAL TO THE JOB BEING DONE
  - BUILDING OUT A NEW FRONT-END TO EXISTING APPLICATIONS
  - BUILDING PROMPTS WITHIN CURRENT VIEWS

- BUILDING TRUST WITH YOUR USERS WITH AN ITERATIVE PROCESS

- GENERATIVE AI HAS THE ABILITY TO COMPLETELY DISRUPT CURRENT ANALYTICS

THE SOLUTION: AI-POWERED INVOICE REVIEW

Key Assumptions:

- Think of the user. Don't use technical language.

- Flag the most problematic issues and not every issue.

- Evolve models based on user feedback and behavior.

- Trust in the technology grows

TRAINING DATA

- WHERE DO YOU FIND IT?

- DO YOU HAVE THE RIGHT TO IT?

- IS THERE ENOUGH OF IT?

- IS IT ACCURATE FOR ALL CUSTOMER SCENARIOS?

- **DO YOU NEED TO ANONYMIZE IT?**

PRODUCT ARCHITECTURE

- SEPARATE OUT THE FRONT-END UX EXPERIENCE FROM THE BACKEND

- IT'S EARLY YET - ASSUME YOU WILL CHANGE AI PROVIDERS

- THINK OF AI AS A COMMON SERVICE COMPONENT – PARTICULARLY FOR SAAS PLATFORMS

- ASSESS WHAT PARTS OF YOUR PRODUCTS NEED TO CHANGE VS THOSE THAT DON'T

CHOOSING YOUR AI PROVIDER

- SEVERAL COMPETITORS WITHIN THE GENERATIVE AI SPACE
    - OPENAI, GOOGLE, META, ETC.

- SPECIALIZED MODELS
    - LEGAL: HARVEY, ROBINAI

- ALL THE OTHER TYPICAL CRITERIA APPLY WHEN CHOOSING A VENDOR: STABILITY, TECHNICAL ROADMAP, SUPPORT FOR PARTNERS, INTEGRATION ABILITY, PERFORMANCE, COST

COMPARING LLM MODELS: HELM, STANDFORD UNIVERSITY

- TESTING AND COMPARISON OF PUBLICLY AVAILABLE LLM MODELS

SPOTLIGHT: IRONCLAD

- USES CHATGPT-4 FOR AI-ASSIST - FOR REDLINING USING EXISTING CLIENTS WITH THEIR OWN DATA

- **TAKING 2 MINUTES TO REVIEW AN INITIAL CONTRACT VS. 40 MINUTES**, COMPARES AGAINST THE CUSTOMER'S APPROVED CLAUSES AND LANGUAGE AND DOES AN INITIAL REDLINE

- CLAIMS TO ALLOW LEGAL TEAMS TO TRAIN MODELS ON THEIR OWN CONTRACTS, USE CASES AND BUSINESS NEEDS WITHOUT AN ENGINEER

DESIGN FOR DELIGHT

- DATA-DRIVEN DECISION MAKING

Deep Customer Empathy

Go Broad Go Narrow

Rapid Experiments with Customers
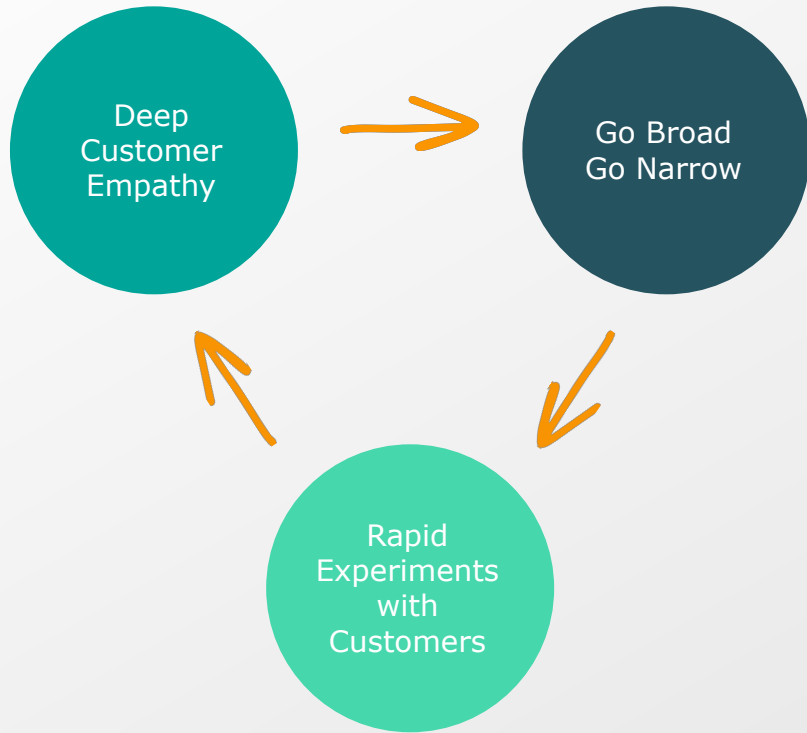
Benefits

- Rapid, data-driven feedback (not opinions)

- Alignment with business outcomes (deliver real customer value)

- Harness the brainpower of teams

- Minimise the risk and cost (without core development)

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GETTING STARTED

- RECOMMENDATION: PICK THE MOST COMMON, SIMPLEST JOB AND THEN EXTEND

- CREATE A TRAINING ENVIRONMENT WHERE YOUR ACTUAL USERS OR ACTUAL DATA CAN BE USED TO TRAIN THE MODEL

- MOST AI PROVIDERS PROVIDE A WAY TO RUN SOME POCS
  - MICROSOFT CO-PILOT

- MEASURE THE OUTCOMES USING AN ITERATIVE PROCESS INCLUDING:
  - ACCURACY
  - PROCESSING COST
  - VALUE OF HUMAN-GUIDED AI – MEASURING IT OVER TIME

OTHER CONSIDERATIONS

- DEVELOPMENT TEAMS CANNOT OPERATE IN ISOLATION

- CROSS-FUNCTIONAL TEAM – PRODUCT, UX DESIGN, DEVELOPMENT AND DATA SCIENCE

- PERVASIVE ORGANIZATIONAL CHANGE - FROM DEV TO SUPPORT TO CUSTOMER SUCCESS AND LEADERSHIP – HELP THEM TO TELL THE STORY

IN SUMMARY

- REMEMBER - THE PRODUCT MANAGEMENT FOUNDATION PRINCIPLES – "THE WHAT," PERSONAS, ETC

- APPLY AN ITERATIVE PROCESS

- MANAGE THE RISK – DATA PRIVACY, ANONYMIZATION, PLAN FOR CONTINUED CHANGE

CONNECTING USER ADOPTION TO BUSINESS OUTCOMES

Total Cost of Ownership = **Technology** + **Implementation** + **Support Costs** + **User Adoption**