Webinar

From Hype to Practice AI Negotiation Skills for Real Estate

Date: February 27, 2026

00:00:28 --> 00:00:29:	Hello, everyone.
00:00:30 --> 00:00:32:	Welcome and thank you for joining us today.
00:00:32 --> 00:00:35:	My name is Simon Chin and I am Head of
00:00:35 --> 00:00:39:	Research and Advisory Services for the Urban Land Institute and
00:00:39 --> 00:00:41:	I'll be moderating today's session.
00:00:42 --> 00:00:45:	For those of you that aren't familiar with ULI, I'll
00:00:46 --> 00:00:49:	just give you a brief overview of our organization, a
00:00:49 --> 00:00:51:	bit of background for context.
00:00:51 --> 00:00:55:	So the Urban Land Institute is a global member driven
00:00:55 --> 00:01:01:	organization with around 50,000 real estate and Urban Development professionals
00:01:01 --> 00:01:02:	worldwide.
00:01:02 --> 00:01:07:	We're the oldest and largest cross disciplinary network in our
00:01:07 --> 00:01:12:	sector with an active presence across America's, Europe and Asia
00:01:12 --> 00:01:12:	Pacific.
00:01:13 --> 00:01:15:	And a core part of what we do at ULI
00:01:15 --> 00:01:19:	is around research for leadership and knowledge sharing, and we
00:01:19 --> 00:01:23:	focus on the best practice in real estate and land
00:01:23 --> 00:01:27:	use and on education that helps current and future leaders
00:01:27 --> 00:01:29:	navigate change in the built environment.
00:01:30 --> 00:01:33:	And that industry change is really the the key theme
00:01:33 --> 00:01:34:	of today's session.
00:01:35 --> 00:01:38:	A lot of your life's work with members is around
00:01:38 --> 00:01:40:	assessing the future of real estate.
00:01:40 --> 00:01:43:	And it's hard to think of a topic that's not
00:01:43 --> 00:01:47:	more front and centre for our industry right now than
00:01:47 --> 00:01:48:	artificial intelligence.
00:01:49 --> 00:01:52:	Beyond its global impact on on on markets, AI is
00:01:53 --> 00:01:58:	increasingly shaping how organisations operate, how

decisions are made, how
00:01:58 --> 00:02:02: work itself is done and real estate is no exception
00:02:02 --> 00:02:02: to this.
00:02:02 --> 00:02:06: Across the industry, firms are thinking about the bigger picture,
00:02:06 --> 00:02:10: so where AI is going, the market impacts, data centres,
00:02:10 --> 00:02:13: etcetera, but also the more practical details.
00:02:13 --> 00:02:16: So how are we actually using AI in our day-to-day
00:02:16 --> 00:02:16: business?
00:02:16 --> 00:02:20: What does it mean for productivity, skills and roles?
00:02:20 --> 00:02:25: Our latest Emerging Trends in Real Estate report, published in
00:02:25 --> 00:02:29: partnership with PwC, highlighted the pace of adoption of AI
00:02:29 --> 00:02:32: in real estate has accelerated very quickly.
00:02:33 --> 00:02:36: Around 3/4 of real estate firms and companies are now
00:02:36 --> 00:02:38: using AI or machine learning tools.
00:02:39 --> 00:02:41: This was up from about a third two years ago.
00:02:42 --> 00:02:45: And the report also found there's optimism around the AI's
00:02:46 --> 00:02:49: ability to support specific tasks and improve efficiency across a
00:02:49 --> 00:02:53: whole range of real estate activities, as shown on the
00:02:53 --> 00:02:54: chart on the right there.
00:02:55 --> 00:02:59: And while most of the firms see technology adoption as
00:02:59 --> 00:03:04: critical to long term success, there's a growing emphasis on
00:03:04 --> 00:03:09: hiring and developing people within companies that have new and
00:03:09 --> 00:03:11: non traditional skill sets.
00:03:11 --> 00:03:14: And it's become a bit of a cliche now where
00:03:14 --> 00:03:16: people say AI is not going to take your job,
00:03:16 --> 00:03:19: but someone that knows how to use it might.
00:03:19 --> 00:03:22: And that's the idea is, is becoming more and more
00:03:22 --> 00:03:24: real now for real estate professionals.
00:03:24 --> 00:03:27: And, and, and that's the context really that why, why
00:03:27 --> 00:03:30: we're here today to discuss this topic and why you
00:03:30 --> 00:03:34: and I, together with very knowledge partners and the University
00:03:34 --> 00:03:38: of Saint Gallon, have developed this new education program that
00:03:38 --> 00:03:41: is focused on practical AI for real estate professionals.
00:03:42 --> 00:03:45: And the aim of this course is really to make
00:03:45 --> 00:03:49: AI accessible, relevant, and genuinely useful for people who aren't
00:03:49 --> 00:03:51: technical experts or specialists in in AI.
00:03:52 --> 00:03:54: And it's those who want to understand it and how

00:03:54 --> 00:03:57: to use the tools more confidently in their day-to-day work.

00:03:58 --> 00:04:01: In today's session, we're going to hear from the courses

00:04:01 --> 00:04:04: academics, so Nico and Thomas, and they're going to talk

00:04:04 --> 00:04:07: us through some of the more practical examples of how

00:04:07 --> 00:04:10: to help U and I members better understand and apply

00:04:10 --> 00:04:15: artificial intelligence to enhance decision making, investment, strategies and innovation

00:04:15 --> 00:04:16: across the built environment.

00:04:17 --> 00:04:21: We're also joined by some leading industry experts, Jaime from

00:04:21 --> 00:04:24: AWS and Nakash from PGM, who will be discussing this

00:04:24 --> 00:04:28: topic and sharing some examples of how they're implementing AI

00:04:29 --> 00:04:31: into their operations and business activity.

00:04:32 --> 00:04:35: Before we get into the that, just a few quick

00:04:35 --> 00:04:36: housekeepings.

00:04:36 --> 00:04:39: There is AQ and a function available throughout this session.

00:04:39 --> 00:04:42: So please do share any questions as we go.

00:04:42 --> 00:04:44: We'll try to address them live if we can, but

00:04:44 --> 00:04:47: if not, we'll follow up after the webinar.

00:04:47 --> 00:04:50: The webinar's also being recorded so and it will be

00:04:50 --> 00:04:53: made available on ULI's knowledge Finder after the event along

00:04:53 --> 00:04:56: with the slides that we're sharing today.

00:04:56 --> 00:05:00: So with that, I'll now hand over to Nico, who's

00:05:00 --> 00:05:03: going to kick things off by telling us why AI

00:05:03 --> 00:05:04: matters so much.

00:05:04 --> 00:05:08: Now for real estate professionals, Over to you, Nico.

00:05:10 --> 00:05:11: Thank you Simon.

00:05:11 --> 00:05:14: So my, my video, my camera has been disabled by

00:05:14 --> 00:05:17: the host so I can't put it back on.

00:05:18 --> 00:05:19: But as soon as, oh, there we go.

00:05:20 --> 00:05:23: Thank you should be able to see my screen while

00:05:23 --> 00:05:26: I'm putting my slides in presentation mode.

00:05:26 --> 00:05:29: I just wanted to give a little bit more colour

00:05:29 --> 00:05:31: to what Simon said about you will be replaced by

00:05:31 --> 00:05:32: somebody using AI.

00:05:32 --> 00:05:36: What we see on the ground is that things that

00:05:36 --> 00:05:39: used to take a month now take a day.

00:05:39 --> 00:05:43: That's an extreme example, but on average we would say

00:05:43 --> 00:05:46: things that used to take a week now take a

00:05:46 --> 00:05:46: day.

00:05:47 --> 00:05:51: And that means that people that we speak to tell

00:05:51 --> 00:05:55:	us a team that used to be 400 people now
00:05:55 --> 00:05:57:	needs to be 100 people.
00:05:57 --> 00:06:01:	So it's not that jobs are going to be disappearing,
00:06:01 --> 00:06:03:	it's just we will need fewer of those jobs and
00:06:03 --> 00:06:06:	that means that we will need fewer people.
00:06:06 --> 00:06:10:	So this is what we expect is going to happen
00:06:10 --> 00:06:13:	and and this is how we think about the AI
00:06:13 --> 00:06:15:	replacing people at work.
00:06:16 --> 00:06:17:	My name is Nicholas Umilo.
00:06:17 --> 00:06:22:	I'm an academic economist at the Bartlett Real Estate Institute.
00:06:22 --> 00:06:25:	I'm also the director of that institute, but I'm also
00:06:25 --> 00:06:26:	at Berry Knowledge Partners.
00:06:26 --> 00:06:29:	Berry Knowledge Partners is, is has been founded by three
00:06:29 --> 00:06:34:	academics with different backgrounds, all affiliated to University of South
00:06:34 --> 00:06:34:	Gallon.
00:06:35 --> 00:06:38:	And, and the idea is that we are trying to
00:06:38 --> 00:06:42:	close the gap between what the industry needs and what
00:06:42 --> 00:06:46:	universities, traditional universities and offer.
00:06:47 --> 00:06:51:	And we, we partnered with the, the University of Saint
00:06:51 --> 00:06:54:	Gallon to offer something genuinely new.
00:06:54 --> 00:06:59:	So to deliver knowledge to the industry that has been
00:06:59 --> 00:07:05:	discovered, invented, developed last week, yesterday really quickly in a
00:07:05 --> 00:07:08:	very, very practical way.
00:07:08 --> 00:07:11:	So in addition to me being on the team, you
00:07:11 --> 00:07:15:	also see Thomas, who will speak to you later, who,
00:07:15 --> 00:07:19:	who has spent 30 years in the industry across various
00:07:19 --> 00:07:22:	different exciting roles, also has a PhD.
00:07:22 --> 00:07:24:	So don't worry, he does have an academic background.
00:07:24 --> 00:07:25:	He's Harvard educated.
00:07:25 --> 00:07:30:	So he, he can combine the, the academic view with
00:07:30 --> 00:07:32:	the practical view.
00:07:32 --> 00:07:35:	The most important part of the team, there's Monica.
00:07:35 --> 00:07:39:	You won't see her today just because she's, she, she's
00:07:39 --> 00:07:41:	unable to, to make the slot.
00:07:41 --> 00:07:42:	She's a technical expert.
00:07:42 --> 00:07:46:	So she's the also an academic with a background in
00:07:46 --> 00:07:46:	physics.
00:07:47 --> 00:07:50:	She's been developing AI and teaching AI to engineering students
00:07:50 --> 00:07:53:	for the better part of the last decade at some

00:07:53 --> 00:07:55: of the best universities in the world.

00:07:55 --> 00:07:58: And she's helping us understand the technical part of, of

00:07:58 --> 00:08:00: the really quickly developing field.

00:08:00 --> 00:08:04: And trust me now, just trying to keep up with

00:08:04 --> 00:08:09: developments in the industry that's keeping us really busy.

00:08:09 --> 00:08:12: There's three of us with different areas of expertise and

00:08:12 --> 00:08:14: responsibilities, and we find it hard.

00:08:14 --> 00:08:18: So if you find AI overwhelming, don't worry, everybody does.

00:08:19 --> 00:08:23: So Speaking of AI being overwhelming, I don't want to

00:08:23 --> 00:08:26: give you a generic introduction.

00:08:26 --> 00:08:29: I want to focus specifically on AI for negotiations.

00:08:29 --> 00:08:32: And that means that I will start by a piece

00:08:32 --> 00:08:32: of research.

00:08:33 --> 00:08:38: Well an ongoing piece of research conducted by Harvard University

00:08:38 --> 00:08:42: with Walmart, of course, the biggest listed company in the

00:08:42 --> 00:08:47: US and the biggest employer where Walmart is rolling out

00:08:47 --> 00:08:51: using chat board negotiators with their suppliers and, and they

00:08:51 --> 00:08:55: are now going through 1/3 iteration of the trial.

00:08:56 --> 00:09:00: But at the moment it looks like the AI negotiating

00:09:00 --> 00:09:05: bot can close deals with a 68 success rate and

00:09:05 --> 00:09:10: on average the savings towards what they would get a

00:09:10 --> 00:09:12: status quo is 3%.

00:09:13 --> 00:09:17: So this is something that Walmart general generally would consider

00:09:17 --> 00:09:21: too difficult to invest any money into because, you know,

00:09:21 --> 00:09:26: these are hundreds, if not thousands of negotiations simultaneously going

00:09:26 --> 00:09:26: on.

00:09:26 --> 00:09:29: They just simply don't have the people to be able

00:09:29 --> 00:09:29: to do this.

00:09:29 --> 00:09:32: But now they can deploy AI and produce a 3%

00:09:32 --> 00:09:36: average saving, which for them is is of course important.

00:09:37 --> 00:09:42: There is another piece of evidence from Maastricht University that

00:09:42 --> 00:09:47: is looking at buyer and supplier negotiations using ChatGPT specifically.

00:09:47 --> 00:09:51: So get using ChatGPT to help with with buyer and

00:09:51 --> 00:09:55: supplier negotiations and they do find that if you use

00:09:56 --> 00:10:00: AI, you will achieve higher discount if you're buying stuff.

00:10:00 --> 00:10:04: Now of course if you're selling stuff when you're using

00:10:04 --> 00:10:09: ChatGPT, that advantage disappears and you will settle on the

00:10:09 --> 00:10:12: same outcome as as people using not using AI on
00:10:12 --> 00:10:13: either side.
00:10:13 --> 00:10:16: The the point of course here is that if only
00:10:16 --> 00:10:19: one side uses it, that side has a slight advantage.
00:10:19 --> 00:10:22: If both side use it, they will close the negotiations
00:10:23 --> 00:10:26: earlier and then they will arrive at the negotiation at
00:10:26 --> 00:10:28: an outcome a little earlier.
00:10:28 --> 00:10:29: There is a twist.
00:10:29 --> 00:10:33: The twist in this research is that turns out that
00:10:33 --> 00:10:37: prompting the model that you are using in the right
00:10:37 --> 00:10:41: way, in a collaborative way will produce outcomes that not
00:10:41 --> 00:10:45: just get you a good number, but also increase trust
00:10:45 --> 00:10:49: and satisfaction with the outcome on the both sides.
00:10:50 --> 00:10:53: And this is really important because the the point we
00:10:53 --> 00:10:56: are going to be making throughout this this webinar is
00:10:56 --> 00:10:59: that it's really important how you use it to use
00:10:59 --> 00:11:03: it in, in a structured and intentional way because this
00:11:03 --> 00:11:06: is going to make a big difference to the results
00:11:06 --> 00:11:09: that you get, not just numbers, but also soft results.
00:11:10 --> 00:11:13: Now, with that introduction, I wanted to stress that AI
00:11:13 --> 00:11:14: is not a new technology.
00:11:14 --> 00:11:16: It's been around since 1950s.
00:11:17 --> 00:11:19: And in this graph, I'm going to show you one
00:11:19 --> 00:11:23: dimension of measuring how quickly AI has been growing.
00:11:23 --> 00:11:26: And I'm going to show you how the size of
00:11:26 --> 00:11:30: the largest model available has evolved over time.
00:11:31 --> 00:11:33: So you can see in this chart that the evolution
00:11:33 --> 00:11:34: was really quickly.
00:11:34 --> 00:11:37: And it's not that we just discovered a new type
00:11:37 --> 00:11:38: of AI.
00:11:38 --> 00:11:42: It's been evolving since 1950s and it's just crossed the
00:11:43 --> 00:11:47: threshold of being so useful in a generic sense that
00:11:47 --> 00:11:51: everybody has decided, oh, we need to start looking into
00:11:51 --> 00:11:52: this.
00:11:52 --> 00:11:54: Monica has been working on this for for decades.
00:11:54 --> 00:11:57: Other academics have been working on this for decades.
00:11:57 --> 00:11:59: This is not not a new technology.
00:11:59 --> 00:12:04: Having said this, there have been recent breakthroughs that make
00:12:04 --> 00:12:08: our use of, of artificial intelligence more exciting.
00:12:08 --> 00:12:12: And everybody's learning in that includes academics that have been

00:12:12 --> 00:12:14: working on this for decades.
00:12:15 --> 00:12:18: So as Simon said, we, we, a lot of what
00:12:18 --> 00:12:21: we do is speaking to people in the industry and,
00:12:21 --> 00:12:24: and asking them, you know, what do you do with
00:12:24 --> 00:12:24: AI?
00:12:24 --> 00:12:25: Does it work?
00:12:26 --> 00:12:28: What is the law hanging fruit?
00:12:28 --> 00:12:33: You can divide AI applications into different buckets, but honestly,
00:12:33 --> 00:12:37: as an academic and I've been teaching real estate for
00:12:37 --> 00:12:40: for a long time, I can tell you it really
00:12:40 --> 00:12:42: feels like it affects everybody.
00:12:43 --> 00:12:46: And it because every single person should be using AI
00:12:47 --> 00:12:50: for the staff that only they know how to do.
00:12:50 --> 00:12:53: So we have seen use cases across all the headlines
00:12:53 --> 00:12:56: or all, all the topics that you can see on
00:12:56 --> 00:12:59: your screen and look when it comes to sourcing and
00:12:59 --> 00:13:03: and market intelligence to research when when it comes to
00:13:03 --> 00:13:07: underwriting and valuing in in fact, valuation is one of
00:13:07 --> 00:13:09: the most common use cases that we are we are
00:13:10 --> 00:13:10: asked about.
00:13:11 --> 00:13:15: We see AIB news and investment in portfolio management in
00:13:15 --> 00:13:18: in supporting decisions and strategy.
00:13:18 --> 00:13:20: I will come back to this point later in in
00:13:20 --> 00:13:24: this webinar when it comes to asset management, tenant communications,
00:13:24 --> 00:13:28: invest on investment relations, all of this we've seen really
00:13:28 --> 00:13:32: interesting use cases and of course negotiations, the key topic
00:13:32 --> 00:13:35: of of the webinar today, it's a thread that combines
00:13:35 --> 00:13:36: them all.
00:13:36 --> 00:13:39: Speaking of friends that combine them all, there is another
00:13:39 --> 00:13:41: way of cutting this particular cake.
00:13:42 --> 00:13:44: And that means that we can say, OK, well, from
00:13:45 --> 00:13:48: the deal process perspective, if you just focus on the
00:13:48 --> 00:13:52: transaction and that the process through which a transaction needs
00:13:52 --> 00:13:54: to go, what can AI do for you?
00:13:54 --> 00:13:56: And the reason I want to show you this is
00:13:56 --> 00:13:59: because there's a lot that AI can do for you
00:13:59 --> 00:13:59: already.
00:14:00 --> 00:14:04: And in in this six stage process, AI can do
00:14:04 --> 00:14:10: five complete five of these stages pretty much automatically.

00:14:11 --> 00:14:13: Now, it's not easy to set it up.
00:14:13 --> 00:14:15: It does require a little bit of thought to be
00:14:15 --> 00:14:18: put into this, but it can complete five of these
00:14:18 --> 00:14:19: stages automatically.
00:14:20 --> 00:14:24: What it can't do where the limitation still is, is
00:14:24 --> 00:14:28: #3 the the deep due diligence for two reasons.
00:14:28 --> 00:14:30: First, of course, you know you're going to be legally
00:14:30 --> 00:14:32: responsible for anything that you miss.
00:14:32 --> 00:14:35: So this is not something you should necessarily outsource to AI.
00:14:36 --> 00:14:36: AI.
00:14:36 --> 00:14:40: But the second reason is it still requires a lot
00:14:40 --> 00:14:41: of physical work.
00:14:41 --> 00:14:43: You need to go to the local office, you need
00:14:43 --> 00:14:45: to go to the side, you need to drill holes
00:14:45 --> 00:14:45: in walls.
00:14:46 --> 00:14:49: And this is something AI at the moment can't do.
00:14:50 --> 00:14:52: So if you are worried that AI is going to
00:14:52 --> 00:14:54: completely replace us, don't worry.
00:14:54 --> 00:15:00: Progress in robotics is considerably slower than progress in trying
00:15:00 --> 00:15:02: to automate computer based work.
00:15:04 --> 00:15:08: Now, although valuation is the number one use case that
00:15:08 --> 00:15:13: we are being approached to to explain, the number one
00:15:13 --> 00:15:19: concern everybody has are hallucinations, which are basically incorrect information
00:15:19 --> 00:15:21: returned by AI.
00:15:21 --> 00:15:22: It does happen.
00:15:23 --> 00:15:26: It's not something wrong with AI, it's supposed to work
00:15:26 --> 00:15:27: with this way.
00:15:27 --> 00:15:31: But hallucinations, hallucination rates are relatively low.
00:15:32 --> 00:15:35: And if you know how to use AI, you will
00:15:35 --> 00:15:41: find that you can get those hallucination rates even lower,
00:15:41 --> 00:15:45: to the extent that you will find that you will
00:15:45 --> 00:15:48: trust AI most, more than many humans.
00:15:48 --> 00:15:51: And the point I'm trying to make here is, yes,
00:15:51 --> 00:15:53: it does hallucinate.
00:15:53 --> 00:15:54: It's been designed to do that.
00:15:54 --> 00:15:59: And there is a fascinating technical reason for why it's
00:15:59 --> 00:16:02: the case, but it's not a a deal breaker if
00:16:02 --> 00:16:04: you know how to manage it.
00:16:04 --> 00:16:08: You can still get a ton of really useful stuff
00:16:08 --> 00:16:10: out of this technology.

00:16:10 --> 00:16:13: Now before I move on, it is I just wanted

00:16:13 --> 00:16:17: to mention that understanding what you do and how AI

00:16:17 --> 00:16:20: works makes a huge difference to what you can get

00:16:20 --> 00:16:21: out of it.

00:16:22 --> 00:16:24: Because a lot of people that we, we speak to

00:16:24 --> 00:16:27: are confused by what AI know and what it doesn't

00:16:27 --> 00:16:27: know.

00:16:28 --> 00:16:30: And This is why I wanted to introduce this slide.

00:16:30 --> 00:16:32: Just to give you an idea, when you use AI,

00:16:33 --> 00:16:35: where does the information come from?

00:16:35 --> 00:16:37: There are three sources of information.

00:16:37 --> 00:16:39: One is the training data.

00:16:39 --> 00:16:41: Think of this as your education.

00:16:41 --> 00:16:44: Think of this as everything that you've memorized.

00:16:44 --> 00:16:48: You can probably recall this more or less successfully.

00:16:48 --> 00:16:50: I mean, you can from you if, if your memory

00:16:50 --> 00:16:52: is very good, you can recall it successfully.

00:16:53 --> 00:16:55: But this is everything that you've learnt, right?

00:16:55 --> 00:16:58: And there is a cut off for for the training

00:16:58 --> 00:17:02: data and then everything that is not included in the

00:17:02 --> 00:17:07: training data before that cut off, the model just doesn't

00:17:07 --> 00:17:08: know that, right?

00:17:08 --> 00:17:10: So that's one source of information.

00:17:10 --> 00:17:13: And if the model is offline and you ask it

00:17:13 --> 00:17:16: questions, the only things that it will know are the

00:17:16 --> 00:17:18: things in the training data.

00:17:18 --> 00:17:22: You can, however, provide some context in the conversation that

00:17:23 --> 00:17:24: you have with AI.

00:17:24 --> 00:17:27: What you can do is you can explain to it

00:17:27 --> 00:17:29: who you are, what your job is.

00:17:29 --> 00:17:32: You can upload some information, you can give examples.

00:17:33 --> 00:17:35: That information is the context window.

00:17:35 --> 00:17:38: Think of this as the conversation that you have with

00:17:38 --> 00:17:39: other people.

00:17:39 --> 00:17:42: This is the everything that happens within the conversation.

00:17:42 --> 00:17:46: And if you try to recall information here, the recall

00:17:46 --> 00:17:50: is going to be much better than recalling information from

00:17:50 --> 00:17:53: the training data or from your memory.

00:17:53 --> 00:17:55: So, you know, if you are in a meeting and

00:17:55 --> 00:17:58: somebody asks you about something you said 10 minutes ago,

00:17:59 --> 00:18:01: it's much easier for you to recall that than something

00:18:02 --> 00:18:04: that you learned at university 20 years ago.
00:18:05 --> 00:18:08: There was one other way in which AI can know
00:18:08 --> 00:18:12: things, and that means it can look stuff up, it
00:18:12 --> 00:18:15: can look at the documents that you attach, or it
00:18:16 --> 00:18:19: can use a browser engine to look stuff up on
00:18:19 --> 00:18:20: the Internet.
00:18:20 --> 00:18:24: So think of this as files that you have access
00:18:24 --> 00:18:24: to.
00:18:25 --> 00:18:28: You don't necessarily know what's in the files, but if
00:18:28 --> 00:18:31: somebody asks you during a meeting for some information, you
00:18:31 --> 00:18:34: can open your folder, you can look in the files,
00:18:34 --> 00:18:36: you can pull up the file, you can read it,
00:18:37 --> 00:18:39: and then based on that information, you can make a
00:18:39 --> 00:18:40: decision.
00:18:41 --> 00:18:44: And in this context, I just wanted to say that
00:18:44 --> 00:18:49: understanding what information AI has and what information it makes,
00:18:49 --> 00:18:51: it answers your question.
00:18:52 --> 00:18:55: It it bastes it, it and what information it uses
00:18:56 --> 00:19:00: to answer your question is extremely important to the quality
00:19:00 --> 00:19:01: of the answer.
00:19:01 --> 00:19:04: And it's on you to structure the question in a
00:19:04 --> 00:19:05: correct way.
00:19:05 --> 00:19:09: These models have been shown by research to be able
00:19:09 --> 00:19:13: to do amazing things, win gold at the Math Olympiad,
00:19:13 --> 00:19:17: advance theoretical physics, develop amazing strategy.
00:19:18 --> 00:19:20: It's now down to us to be able to get
00:19:20 --> 00:19:24: them to do these exciting things for us at our
00:19:24 --> 00:19:24: jobs.
00:19:25 --> 00:19:28: And with that, I would like to pass over to
00:19:28 --> 00:19:33: Nakash, who's just going to briefly comment on on his
00:19:33 --> 00:19:38: view on everything that I've just said and then pass
00:19:38 --> 00:19:39: on to Thomas Nakash.
00:19:41 --> 00:19:43: Hi Nick, very fascinating.
00:19:43 --> 00:19:44: Actually I'm just for the audience.
00:19:44 --> 00:19:46: I did not actually look at this presentation before.
00:19:47 --> 00:19:49: So I think very interesting and agree with the lot
00:19:49 --> 00:19:52: actually Nick has said here apart from I mean not
00:19:52 --> 00:19:55: disagreeing, but I'm saying you know that if you look
00:19:55 --> 00:19:58: at the if you go back to the page where
00:19:58 --> 00:19:59: you talked about the.

00:20:00 --> 00:20:03: I see kind of paper, yeah, there.
00:20:04 --> 00:20:06: So you talk about the number 3, the intelligence is
00:20:06 --> 00:20:06: emerging.
00:20:07 --> 00:20:09: I would say if you speak to the start-ups, I'm
00:20:09 --> 00:20:12: seeing more start-ups in this phase now than ever before.
00:20:12 --> 00:20:15: There's so many start-ups coming that they are, I mean
00:20:16 --> 00:20:19: claiming that they can actually do do deep kind of
00:20:19 --> 00:20:21: intelligence and and stuff like that.
00:20:21 --> 00:20:22: So something to look into.
00:20:22 --> 00:20:25: I think there's still some limitations.
00:20:25 --> 00:20:27: I think mostly I would say limitations are because of
00:20:27 --> 00:20:28: the data.
00:20:28 --> 00:20:30: the V data is not that structured.
00:20:30 --> 00:20:32: I think they're not maybe available.
00:20:33 --> 00:20:36: But also I think the issue issue because as Nick
00:20:36 --> 00:20:40: mentioned about some of the most advanced models are actually
00:20:40 --> 00:20:43: of black boxes like neural networks.
00:20:43 --> 00:20:46: And they probably are the most, I would say accurate
00:20:46 --> 00:20:48: when it comes to this deep due diligence.
00:20:48 --> 00:20:51: But there's a trust issue, we do not know the
00:20:51 --> 00:20:53: kind of cordiality of why is coming, you know, why
00:20:53 --> 00:20:56: is creating an IRR and why is, you know, creating
00:20:56 --> 00:20:58: the spread of you know, cash flow, etcetera.
00:20:59 --> 00:21:01: So that's really, really emerging really fast at from a
00:21:02 --> 00:21:04: technology perspective, I think we are there.
00:21:04 --> 00:21:07: We just need to focus on the governance and how
00:21:07 --> 00:21:10: we can create trust, but also availability of the data
00:21:10 --> 00:21:11: itself as well.
00:21:11 --> 00:21:14: So I think a great presentation, Nick really enjoyed it.
00:21:14 --> 00:21:16: Though I think I think you make a really interesting
00:21:16 --> 00:21:17: point.
00:21:17 --> 00:21:21: I would love to see those startups, but I do
00:21:21 --> 00:21:24: find that many startups that I speak to are just
00:21:24 --> 00:21:27: pure fantasy and, and I'm very disappointed.
00:21:27 --> 00:21:30: I mean, maybe it's just my, my limited perspective.
00:21:30 --> 00:21:34: So I'd love to to see if the startups that
00:21:34 --> 00:21:38: you work with are are more content based.
00:21:39 --> 00:21:40: Yeah, I'm not working for them.
00:21:40 --> 00:21:43: I'm just saying that I think there is a lot
00:21:43 --> 00:21:46: more investment in that space and I think people seeing
00:21:46 --> 00:21:49: that gap, you just rightly I think you know show

00:21:49 --> 00:21:52: and they are basically targeting that gap and we're seeing
00:21:52 --> 00:21:54: a lot more now knowledge is coming that space.
00:21:54 --> 00:21:56: So we'll see.
00:21:56 --> 00:21:59: I think it will definitely change next next few few
00:21:59 --> 00:22:00: months or coming years.
00:22:01 --> 00:22:02: Exciting times.
00:22:05 --> 00:22:08: OK, so I think Thomas is up next.
00:22:09 --> 00:22:10: Thomas, Are you ready?
00:22:11 --> 00:22:12: Yes, I'm ready.
00:22:12 --> 00:22:15: So I'm just going to share the screen.
00:22:20 --> 00:22:24: So if you could kindly confirm that the that you
00:22:24 --> 00:22:26: can see the presentation.
00:22:27 --> 00:22:28: Consider this confirmed.
00:22:28 --> 00:22:33: Although there is a dialogue dialogue box that is asking
00:22:33 --> 00:22:36: me something in German PowerPoint.
00:22:36 --> 00:22:37: OK, that's fine.
00:22:37 --> 00:22:38: There we go.
00:22:38 --> 00:22:38: Right.
00:22:39 --> 00:22:39: OK, perfect.
00:22:39 --> 00:22:40: Thank you so much.
00:22:40 --> 00:22:43: So welcome everyone and and thanks for being with us
00:22:43 --> 00:22:45: today and also thank you to the team of ULI
00:22:45 --> 00:22:49: for organising the webinar and the great collaboration we have
00:22:49 --> 00:22:51: together with the University of Sankar.
00:22:51 --> 00:22:54: And so we are really grateful for that.
00:22:55 --> 00:23:00: So today I would really like to speak about AI
00:23:00 --> 00:23:05: and the benefits AI has in the contact of of
00:23:05 --> 00:23:06: negotiation.
00:23:07 --> 00:23:10: So as Nico mentioned, I've been working in real estate
00:23:10 --> 00:23:12: for some years now and I've seen a couple of,
00:23:13 --> 00:23:15: you know, the next big things and AI is definitely
00:23:16 --> 00:23:19: a lasting big thing and something which develops, you know,
00:23:19 --> 00:23:21: in a, in a fascinating way.
00:23:21 --> 00:23:24: I think one thing I've always loved about being in
00:23:24 --> 00:23:28: the industry is the intensity of negotiation, but also the
00:23:28 --> 00:23:31: fact that, you know, it's amongst many things like, you
00:23:31 --> 00:23:35: know, a lot of capital involved and global business.
00:23:35 --> 00:23:36: It's a people business.
00:23:36 --> 00:23:39: It's a really people driven business and I think no
00:23:39 --> 00:23:42: other asset class comes close to that.
00:23:42 --> 00:23:44: So I think all of us being in, in the

00:23:44 --> 00:23:48: webinar today know, like, you know, real estate is developed,
00:23:48 --> 00:23:53: financed, owned, operated, you know, transacted through negotiated agreements between
00:23:53 --> 00:23:54: humans.
00:23:54 --> 00:23:58: So negotiation is really at the heart of almost everything
00:23:58 --> 00:24:00: we do in real estate and in the industry.
00:24:01 --> 00:24:05: And as such, you know, negotiation skills, even though they
00:24:05 --> 00:24:08: are often quoted as kind of soft skills are so
00:24:08 --> 00:24:09: key to any professional.
00:24:09 --> 00:24:13: And we at vary and, and some Gangaran University really
00:24:13 --> 00:24:17: believe the proper education and training and negotiation is really
00:24:17 --> 00:24:20: important as and especially now with the opportunity of, of
00:24:20 --> 00:24:23: involving AI, it gets more and more important.
00:24:24 --> 00:24:27: So with that also kind of most assets in, in,
00:24:27 --> 00:24:31: in real estate and, and also kind of, you know,
00:24:31 --> 00:24:35: broadly said negotiation situations are very individual.
00:24:35 --> 00:24:36: That makes it very special.
00:24:36 --> 00:24:40: So market cycles, they shift also the negotiation leverage or
00:24:40 --> 00:24:45: negotiation power as as some academics referred to and sometimes
00:24:45 --> 00:24:46: very quickly.
00:24:46 --> 00:24:49: So partisan stakeholders, they can also bring different constraints and,
00:24:50 --> 00:24:52: and you know, also the way how they decide may
00:24:52 --> 00:24:53: be different.
00:24:53 --> 00:24:56: And typically, and this is very important, I think is
00:24:56 --> 00:24:59: that at least for one of the parties involved, it
00:24:59 --> 00:25:03: is always, you know, about high stakes in the negotiation.
00:25:03 --> 00:25:07: Just consider a small office tenant negotiation.
00:25:07 --> 00:25:10: But that may be, you know, kind of entrepreneur negotiating
00:25:10 --> 00:25:11: with the asset manager.
00:25:11 --> 00:25:14: For him it is very important, even though it's for
00:25:14 --> 00:25:16: the asset management, maybe a smaller surface.
00:25:16 --> 00:25:19: So it's always about high stakes and, and those are
00:25:19 --> 00:25:21: pretty much commercial as well.
00:25:22 --> 00:25:25: So what we also want to recognise is that of
00:25:25 --> 00:25:28: course we are part of an industry which has a
00:25:28 --> 00:25:30: lot of repeat interactions.
00:25:30 --> 00:25:33: So you always meet twice in that industry that also
00:25:33 --> 00:25:36: meets that, you know, people remember how they were treated
00:25:36 --> 00:25:39: and how the negotiation style of, of, of persons is.

00:25:39 --> 00:25:42: And with that, trust and, and reputation matter a lot,
00:25:42 --> 00:25:45: not only kind of to the individuals, but also to
00:25:45 --> 00:25:46: the organisations.
00:25:47 --> 00:25:49: And, and of course, we all know that, but I
00:25:49 --> 00:25:52: just wanted to make sure that, you know, we are
00:25:52 --> 00:25:54: aligned on the fact that negotiation is of course a
00:25:54 --> 00:25:57: soft skill, but it's really key to the industry and
00:25:57 --> 00:25:58: to individuals.
00:25:59 --> 00:26:02: So what we can say is from, from research that
00:26:02 --> 00:26:07: overall structured and, and well prepared and smart negotiators and,
00:26:07 --> 00:26:11: and their approaches, they tend to outperform more kind of
00:26:11 --> 00:26:16: individual intuitive kind of negotiation stats, which are common also
00:26:16 --> 00:26:17: in real estate.
00:26:18 --> 00:26:21: And I think this is also why I'm so excited
00:26:21 --> 00:26:23: about the opportunity AI creates, right?
00:26:23 --> 00:26:27: So if we speak about AI in in negotiation, there
00:26:27 --> 00:26:31: is kind of a misconception which we had very often
00:26:31 --> 00:26:35: hear, which is that, you know, AI is mainly useful
00:26:35 --> 00:26:39: because it provides answers or provides you with some data.
00:26:40 --> 00:26:44: And in negotiation, you know, answers are not always a
00:26:44 --> 00:26:45: bottleneck.
00:26:45 --> 00:26:49: Judgement is often right, like really kind of personal human
00:26:49 --> 00:26:49: judgement.
00:26:50 --> 00:26:54: So in negotiation is rarely just solved by knowing more.
00:26:54 --> 00:26:58: It's also usually driven by, you know, choosing well at
00:26:58 --> 00:27:01: the right time in a transaction or in a negotiation
00:27:01 --> 00:27:05: situation, often with incomplete information and often also with with
00:27:05 --> 00:27:09: kind of pressure, be it time pressure, capital pressure.
00:27:09 --> 00:27:11: But we all know from our negotiations that there is
00:27:12 --> 00:27:14: some element of pressure, which can also bring up emotions.
00:27:14 --> 00:27:17: And of course, knowing more is always good.
00:27:17 --> 00:27:21: But important is I think for us to state that
00:27:21 --> 00:27:22: I can do much more.
00:27:22 --> 00:27:25: It can support your factory in your judgement.
00:27:25 --> 00:27:29: It can give, you know, the negotiators are clearer also
00:27:29 --> 00:27:34: sometimes mental model, you know, because negotiation can become very
00:27:34 --> 00:27:38: emotional at times and it can also, you know, kind
00:27:38 --> 00:27:41: of separate signal from noise in negotiations.
00:27:41 --> 00:27:45: So I think that's really an important benefit which which

00:27:45 --> 00:27:48: we will kind of experience more and more if you
00:27:48 --> 00:27:52: if you apply AI to your negotiation practice, there are
00:27:52 --> 00:27:54: three key benefits which I showcase here.
00:27:54 --> 00:27:58: So before a negotiation, AI can, you know, do a
00:27:58 --> 00:28:00: deep counter party analysis.
00:28:00 --> 00:28:03: You know, you can look at investor archetypes, for example,
00:28:03 --> 00:28:06: the different investor groups and you know, what drives them,
00:28:06 --> 00:28:07: what drives their behaviour.
00:28:08 --> 00:28:11: You know, you can model alternatives you can build, which
00:28:11 --> 00:28:12: is very important.
00:28:12 --> 00:28:16: You know, evidence based arguments, you can challenge your negotiation
00:28:16 --> 00:28:17: assumptions.
00:28:18 --> 00:28:22: And what is also important is typically you every negotiator,
00:28:22 --> 00:28:24: if we are self aware on that, has also some
00:28:24 --> 00:28:28: blind spots during the negotiation and AI can help you
00:28:28 --> 00:28:29: to overcome those.
00:28:30 --> 00:28:34: Now during the the negotiation process, AI can help you
00:28:34 --> 00:28:36: frame the proposals.
00:28:36 --> 00:28:40: You know, it can also anticipate, you know, strong arguments
00:28:40 --> 00:28:44: the, the counterparty may come up with And what is
00:28:44 --> 00:28:45: super helpful.
00:28:45 --> 00:28:48: I, I think this is really fascinating for those who
00:28:48 --> 00:28:51: have tried it already is like you can really draft
00:28:51 --> 00:28:55: counter proposals very well founded specifically under time pressure.
00:28:55 --> 00:28:56: It's very helpful.
00:28:57 --> 00:29:02: The other aspect, which I find really meaningful is also
00:29:02 --> 00:29:06: how AI can help you to improve your negotiation skills
00:29:06 --> 00:29:10: once you know the, the negotiations completed.
00:29:10 --> 00:29:13: So typically in in practice, most teams you know, do
00:29:13 --> 00:29:16: not really do a kind of post mortem.
00:29:16 --> 00:29:18: But with AI, you know, you can produce a clear
00:29:18 --> 00:29:21: debrief and you can highlight, you know, where value in
00:29:21 --> 00:29:24: the negotiation was left on the table, what went well,
00:29:24 --> 00:29:25: what went not so well.
00:29:26 --> 00:29:28: And over time, if you apply this as part of
00:29:28 --> 00:29:32: your negotiation culture and team culture, you will have a
00:29:32 --> 00:29:33: great learning effect.
00:29:33 --> 00:29:37: So I think this is another clear example of of
00:29:37 --> 00:29:41: the benefits before we really go into the tech stuff.
00:29:41 --> 00:29:45: I also want to say like, of course, negotiation is

00:29:45 --> 00:29:48: not only AI driven, it should also be grounded on
00:29:48 --> 00:29:52: kind of conceptual research and kind of best practice.
00:29:52 --> 00:29:56: And therefore I would like to cover three key concepts
00:29:56 --> 00:29:57: in negotiation here.
00:29:57 --> 00:29:59: And, and again, the slides are pretty full.
00:30:00 --> 00:30:02: This is because of the fact that you and I
00:30:02 --> 00:30:05: will provide you with the slides afterwards and I wanted
00:30:05 --> 00:30:07: you to be able to look it up again.
00:30:07 --> 00:30:10: So first we have the butner, the best alternative to
00:30:10 --> 00:30:12: a negotiated agreement.
00:30:12 --> 00:30:15: This is the best realistic option if in a specific
00:30:15 --> 00:30:18: negotiation you're not successful.
00:30:18 --> 00:30:22: So it's a very important analysis to undertake.
00:30:22 --> 00:30:25: So a strong butner can give you confidence, you know,
00:30:25 --> 00:30:29: to walk away in a negotiation or to even negotiate
00:30:29 --> 00:30:30: harder.
00:30:30 --> 00:30:33: You know a weak 1 means that you know you
00:30:33 --> 00:30:37: may need the transaction or solution in that negotiation more
00:30:37 --> 00:30:39: than you may have anticipated.
00:30:39 --> 00:30:42: So it's very important to really get a good understanding
00:30:42 --> 00:30:45: of your own best alternative to an A negotiated agreement.
00:30:46 --> 00:30:49: The second relevant concept is the reservation value.
00:30:50 --> 00:30:52: This is a point where you know it no longer
00:30:52 --> 00:30:55: matters when an agreement is reached or not.
00:30:55 --> 00:30:59: You know, this is also the point where you're possibly
00:30:59 --> 00:31:05: are indifferent between accepting an offer in the current negotiation,
00:31:05 --> 00:31:07: comparing that to your partner.
00:31:07 --> 00:31:11: So an alternative solution, this is also very important.
00:31:11 --> 00:31:14: And the Zopa which you see as a third concept
00:31:14 --> 00:31:16: is kind of the zone of possible agreement.
00:31:17 --> 00:31:21: This is the overlapping point between both sides, reservation values.
00:31:22 --> 00:31:25: So when a Zopa exists, a transaction is possible.
00:31:25 --> 00:31:27: When it does not, then of course there is kind
00:31:27 --> 00:31:28: of no deal zone.
00:31:28 --> 00:31:31: And I think it's very important if you approach kind
00:31:32 --> 00:31:35: of negotiation with the fresh view and you want to
00:31:35 --> 00:31:38: power it with, with AI that you consider these these
00:31:38 --> 00:31:39: kind of concepts.
00:31:40 --> 00:31:43: In the past, I often undertook role plays with team
00:31:43 --> 00:31:47: members for more kind of complex negotiation situations.

00:31:47 --> 00:31:49: And and that's of course lots of fun, but very
00:31:49 --> 00:31:50: helpful.
00:31:50 --> 00:31:54: With AI, that process gets dramatically faster.
00:31:54 --> 00:31:57: You know what used to take possibly days and you've
00:31:57 --> 00:31:59: heard that from Nico before in the preparation.
00:31:59 --> 00:32:00: Now it takes hours.
00:32:01 --> 00:32:04: And AI can really model your partner and then across
00:32:04 --> 00:32:08: multiple scenarios, it can calculate reservation value.
00:32:08 --> 00:32:13: It also under different market conditions and changing market conditions.
00:32:13 --> 00:32:16: And it can also help you to better understand the
00:32:16 --> 00:32:17: counterparties likely partner.
00:32:17 --> 00:32:20: It will not of course, come up with a solution
00:32:20 --> 00:32:22: you need that you fully understand the counter set, but
00:32:22 --> 00:32:25: you can prepare very well and analyse a partner before
00:32:25 --> 00:32:25: it.
00:32:26 --> 00:32:29: And what is important is and, and he could mention
00:32:29 --> 00:32:32: that in the other context that it can analyse data
00:32:32 --> 00:32:35: from, you know, kind of public sources, Internet research report,
00:32:35 --> 00:32:39: financial filings, you know, market signals and of course your
00:32:39 --> 00:32:41: own knowledge and your team's knowledge.
00:32:41 --> 00:32:44: And this is so exciting because you can have the
00:32:44 --> 00:32:46: conversation with the AI and you can bring in all
00:32:46 --> 00:32:49: of the experience you have within the team.
00:32:50 --> 00:32:54: Coming from those 3 fundamental concepts brings me really shortly
00:32:54 --> 00:32:56: just to a negotiating framework.
00:32:56 --> 00:32:59: Again, it is about not only AI, it's really about
00:32:59 --> 00:33:03: revisiting your negotiation approach with AI in a fresh way.
00:33:03 --> 00:33:08: So negotiation often, you know, was often seen as an
00:33:08 --> 00:33:10: art in the past.
00:33:10 --> 00:33:13: There was something you may have been good at or
00:33:13 --> 00:33:15: not so good at since in 1980s it has become
00:33:15 --> 00:33:19: more of an evidence based field, research field as well.
00:33:19 --> 00:33:24: And the seven elements framework for negotiators developed by Professor
00:33:24 --> 00:33:28: Falcao from INSEAD and and Harvard builds on that tradition
00:33:28 --> 00:33:29: but also goes further.
00:33:29 --> 00:33:32: It combines, you know, how you do the value creation
00:33:33 --> 00:33:35: and how you do the value claiming.
00:33:35 --> 00:33:38: And what I like about this kind of framework is
00:33:38 --> 00:33:42: that, you know, it puts collaboration when it helps, right,

00:33:42 --> 00:33:45: but also supposed to really stay tough in a good
00:33:45 --> 00:33:47: negotiation when it needs to be.
00:33:47 --> 00:33:50: And I think this is important in, in real estate
00:33:50 --> 00:33:53: negotiation where we often have a fiduciary duty, it's very
00:33:53 --> 00:33:57: capital intense and the negotiation and the results really matter.
00:33:58 --> 00:34:01: So Horacio and I, we have jointly worked and published
00:34:01 --> 00:34:03: on on negotiation under that concept.
00:34:03 --> 00:34:06: And if you're interested, I'm of course more than happy
00:34:06 --> 00:34:07: to share views on that.
00:34:08 --> 00:34:10: And I don't want to go into the, the model
00:34:10 --> 00:34:12: into depth, but just like these three pillars.
00:34:12 --> 00:34:15: First, you have the the bridge between the parties, which
00:34:15 --> 00:34:19: relates to relationship and communication, which is very important in
00:34:19 --> 00:34:22: real estate that kind of creates a conditions, say for
00:34:22 --> 00:34:23: productive conversation.
00:34:24 --> 00:34:27: Then second, very important, you have the circle of value
00:34:27 --> 00:34:30: and with that interests and you know, solutions, options.
00:34:32 --> 00:34:35: And this is where it is hoped that the negotiation,
00:34:35 --> 00:34:39: you know, moves beyond the pure kind of bargaining or
00:34:39 --> 00:34:41: positional experience.
00:34:41 --> 00:34:45: You know, from our observation, many real estate negotiators focus
00:34:45 --> 00:34:48: on price or commercial conditions, often very early.
00:34:48 --> 00:34:52: And of course price is important, but but there's also
00:34:52 --> 00:34:56: value sitting in timing, for example, of flexibility or kind
00:34:56 --> 00:35:01: of risk allocation transactions, certainty, governance and optionality.
00:35:01 --> 00:35:03: So there are a lot of value elements in real
00:35:03 --> 00:35:06: estate and this is important that you really come up
00:35:06 --> 00:35:09: and, and, and analyse those before you get to the
00:35:09 --> 00:35:09: table.
00:35:11 --> 00:35:14: And then AI can really expand the own view.
00:35:14 --> 00:35:16: I've mentioned the white spots before and help, you know,
00:35:16 --> 00:35:19: the team to see a broader value landscape, which is
00:35:19 --> 00:35:20: important.
00:35:20 --> 00:35:23: So AI specifically can help you work with each of
00:35:23 --> 00:35:26: these seven elements and more depths.
00:35:26 --> 00:35:30: It can, you know, surface interest from data context again,
00:35:30 --> 00:35:31: your own experience.
00:35:31 --> 00:35:35: It can, you know, generate option ideas through structured brainstorming

00:35:35 --> 00:35:38:	even before you enter the the negotiation room.
00:35:38 --> 00:35:41:	It can also back test them against market evidence.
00:35:41 --> 00:35:43:	You know, kind of what is market standard in the
00:35:43 --> 00:35:47:	industry, a question often asked by investment committees, for example.
00:35:48 --> 00:35:50:	And it can match it against objective criteria.
00:35:51 --> 00:35:55:	So it can help you really model alternatives across scenarios.
00:35:55 --> 00:35:58:	And, and this is of course very helpful.
00:35:59 --> 00:36:01:	But to me it is important to also state you
00:36:01 --> 00:36:05:	need this framework conceptually as an kind of operating system.
00:36:05 --> 00:36:07:	And then you can use AI as a tool that
00:36:07 --> 00:36:10:	helps you, you know, to run it at speed and
00:36:10 --> 00:36:13:	scale and you know, get get just more professional.
00:36:13 --> 00:36:15:	So this is a bit on the conceptual side.
00:36:15 --> 00:36:17:	2 examples for you today.
00:36:17 --> 00:36:19:	We have of course many more, but for the sake
00:36:19 --> 00:36:22:	of timing, the first one is really due diligence results
00:36:22 --> 00:36:25:	to kind of ammunition your negotiation in a price.
00:36:25 --> 00:36:28:	You know, consider you're acquiring a mixed-use asset.
00:36:28 --> 00:36:31:	You have, you know, hundreds of documents in the data
00:36:31 --> 00:36:31:	room.
00:36:31 --> 00:36:35:	You have structured service environmental reports, you know, title documents,
00:36:35 --> 00:36:36:	lease agreements and so on.
00:36:37 --> 00:36:38:	We all know the the complexities here.
00:36:38 --> 00:36:42:	And then of course, you have your independent due diligence
00:36:42 --> 00:36:45:	reports from your own advisors and then you're about to
00:36:45 --> 00:36:46:	start the SBA negotiations.
00:36:46 --> 00:36:49:	So how can you use AI in such a situation?
00:36:50 --> 00:36:53:	AI can analyse both sides documents.
00:36:53 --> 00:36:56:	You can map, you know, findings against, for example, you
00:36:56 --> 00:36:59:	know the, the, the warranty schedule in the SBA, for
00:36:59 --> 00:37:02:	example, it can flag gaps you have, it can help
00:37:02 --> 00:37:06:	you quantify financial exposure and risk for each issue.
00:37:06 --> 00:37:09:	And that's of course relevant for the for the negotiation.
00:37:10 --> 00:37:12:	And it can also suggest, which I've done now a
00:37:12 --> 00:37:15:	couple of times and find very helpful, it can suggest
00:37:15 --> 00:37:17:	a ranking by relevance of the findings.
00:37:18 --> 00:37:21:	So you can really as a negotiator, focus on what
00:37:21 --> 00:37:23:	matters most in this specific situation.
00:37:24 --> 00:37:27:	And then you can use AI to even build the
00:37:27 --> 00:37:30:	arguments using the facts and evidence, you know, and, and

00:37:30 --> 00:37:34: findings with regards to potential risks from due diligence.
00:37:34 --> 00:37:37: And of course, the result of that work is kind
00:37:37 --> 00:37:42: of an enhanced, you know, prioritized and, and very important
00:37:42 --> 00:37:44: evidence based negotiation strategy.
00:37:44 --> 00:37:49: And again, this is the duty which every investment management
00:37:49 --> 00:37:49: team has.
00:37:49 --> 00:37:52: So this is nothing new, but AI can help you
00:37:52 --> 00:37:55: to become more effective with that, you know, the team
00:37:55 --> 00:37:59: can justify its own position in the negotiation more clearly
00:37:59 --> 00:38:01: and benefit from a stronger place, right?
00:38:01 --> 00:38:04: I think this is really a, one of the examples
00:38:05 --> 00:38:08: we have from our portfolio of negotiation cases.
00:38:08 --> 00:38:11: The next one I wanted to share is, you know,
00:38:11 --> 00:38:13: consider a, a loan matures in eight months or so,
00:38:13 --> 00:38:16: you know, and you have asked banks to come up
00:38:16 --> 00:38:16: with offers.
00:38:17 --> 00:38:19: So you have 4, let's just assume you have 4
00:38:19 --> 00:38:23: qualified term sheets in place and each one offers, of
00:38:23 --> 00:38:27: course, as always different commercial kind of terms, you know,
00:38:27 --> 00:38:31: margins, fees, upfront costs, you know, specific covenants and then
00:38:31 --> 00:38:35: more importantly, covenant test calculations, which can differ significantly.
00:38:36 --> 00:38:39: And then other elements of, you know, flexibility of, of
00:38:39 --> 00:38:40: that offer.
00:38:41 --> 00:38:43: And on top you have given, you have qualified term
00:38:43 --> 00:38:47: sheets, you have, you know, different security packages and reporting
00:38:47 --> 00:38:47: obligations.
00:38:47 --> 00:38:50: So I'm sure many of you, you know, have said
00:38:50 --> 00:38:54: with exactly this kind of comparison problem and our choosing
00:38:54 --> 00:38:58: the most attractive structure is of course a key decision
00:38:58 --> 00:39:01: for for any investor or for any business plan.
00:39:01 --> 00:39:03: And AI can help you to do that faster and
00:39:03 --> 00:39:06: you know, across several scenarios.
00:39:06 --> 00:39:08: So with AI you can speed up to compare the
00:39:08 --> 00:39:09: four term sheets.
00:39:09 --> 00:39:12: You know, you get an overview of the total cost,
00:39:12 --> 00:39:16: all in rates, you know, hidden kind of commercial aspects
00:39:16 --> 00:39:20: which might influence your overall or all in kind of

00:39:20 --> 00:39:21: costs for debt.
00:39:21 --> 00:39:24: You can do stress tests, you know, on the covenant
00:39:24 --> 00:39:28: package against your business plan, for example, you know, like
00:39:28 --> 00:39:32: LTVSLTCSICRS, you know, you name it and you can do
00:39:32 --> 00:39:34: the analysis and scenario analysis.
00:39:34 --> 00:39:37: And then, of course, at the end of this exercise,
00:39:37 --> 00:39:40: AI helps you to identify the terms with the most
00:39:40 --> 00:39:43: negotiation room and it can again, you know, help you
00:39:43 --> 00:39:46: draft responses, counter proposals to the lenders.
00:39:47 --> 00:39:51: So it it allows you again to compress significant workload
00:39:51 --> 00:39:54: and time spent on these tasks.
00:39:55 --> 00:39:59: You know, our financial analysis, reviews and negotiation into hours,
00:39:59 --> 00:40:02: you know, at least days you can get really faster
00:40:02 --> 00:40:02: with it.
00:40:04 --> 00:40:07: Another aspect and and I'm shifting now to another really
00:40:07 --> 00:40:10: exciting aspect of our industries, cross cross culture negotiation.
00:40:10 --> 00:40:13: This is an area where, you know, we see a
00:40:13 --> 00:40:14: lot of investors asking us.
00:40:14 --> 00:40:17: You know how they could improve kind of capital raising
00:40:17 --> 00:40:19: or just negotiation expertise.
00:40:19 --> 00:40:22: And according to research I quote now JLL, he is
00:40:22 --> 00:40:26: like, you know, around 25% in the last decade has
00:40:26 --> 00:40:31: been global direct investments on the cross-border basis, you know,
00:40:31 --> 00:40:33: but of course it goes further.
00:40:33 --> 00:40:37: You know, we have more or many international teams, organizations
00:40:37 --> 00:40:40: which work internationally and we have capital sources which come
00:40:41 --> 00:40:43: in from different cultures and backgrounds.
00:40:44 --> 00:40:46: Thomas, my friend, I could, I could listen to you
00:40:46 --> 00:40:47: for hours, I know.
00:40:47 --> 00:40:49: But I'm afraid we have limited time.
00:40:49 --> 00:40:52: So I'm very sorry to cut you off, but if,
00:40:52 --> 00:40:55: if you could kind of the kind over that would
00:40:55 --> 00:40:55: be great.
00:40:55 --> 00:40:56: Thank.
00:40:56 --> 00:40:58: You I will do so I think you get the
00:40:58 --> 00:40:58: slides right.
00:40:58 --> 00:41:01: But I think just some of the points for the

00:41:01 --> 00:41:06: upcoming conversation is really around the last three years and
00:41:06 --> 00:41:10: throughout 800% in, in the programs, we have seen really
00:41:10 --> 00:41:11: some key considerations.
00:41:11 --> 00:41:14: And I think I just confirm what Nico said.
00:41:14 --> 00:41:17: You know, it's really about keep learning AI moves fast
00:41:17 --> 00:41:20: and within the industry, I think when you want to
00:41:20 --> 00:41:23: optimize negotiation skills, really build it on the basis of
00:41:23 --> 00:41:24: a framework.
00:41:24 --> 00:41:26: 7 elements is one of the key frameworks to be
00:41:27 --> 00:41:27: using.
00:41:27 --> 00:41:31: And, and then of course, it's about quality control being
00:41:31 --> 00:41:33: specific in the prompting.
00:41:33 --> 00:41:36: This is something we do as part of the courses.
00:41:36 --> 00:41:40: Monica's doing a great job in, you know, explaining how
00:41:40 --> 00:41:43: AI works in the relevant context and in the prompting,
00:41:44 --> 00:41:44: Yeah.
00:41:44 --> 00:41:47: And then, of course, being being prudent about the limitations
00:41:47 --> 00:41:47: it has.
00:41:48 --> 00:41:51: Finally, final remarks.
00:41:51 --> 00:41:54: What we see is kind of relationships and trusts remain
00:41:54 --> 00:41:57: human and AI cannot for the foreseeable future replace it.
00:41:57 --> 00:42:01: I'm very happy about that, but I'm equally excited about
00:42:01 --> 00:42:04: this game changing new optionalities for negotiation.
00:42:05 --> 00:42:06: And with that I hand over.
00:42:10 --> 00:42:10: Brilliant.
00:42:10 --> 00:42:12: Thank you very much, Thomas.
00:42:12 --> 00:42:16: I think Hammy is next.
00:42:16 --> 00:42:17: Yes.
00:42:17 --> 00:42:20: So first of all, thank you everybody for having me.
00:42:22 --> 00:42:23: Can you may see my screen?
00:42:23 --> 00:42:24: Let me know when when it works.
00:42:27 --> 00:42:28: Yes, we can see it.
00:42:28 --> 00:42:29: Thank you.
00:42:29 --> 00:42:31: OK, so first of all, let me do this one
00:42:31 --> 00:42:31: stuff.
00:42:31 --> 00:42:32: My name is Jaime.
00:42:32 --> 00:42:35: I'm part of the AWS EMEA industry Go to market
00:42:35 --> 00:42:38: team and I'm, I'm here to, to first of all,
00:42:39 --> 00:42:42: thank you for having me and, and to, for paying
00:42:42 --> 00:42:43: attention.
00:42:43 --> 00:42:46: I'm here to talk about more of how we drink

00:42:46 --> 00:42:50: our own champagne at AWS, especially in, and I wanted
00:42:50 --> 00:42:53: to tailor it a bit more to, to the real
00:42:53 --> 00:42:55: estate and to the negotiations.
00:42:56 --> 00:42:59: So I'm just going to quickly go fly through some
00:42:59 --> 00:43:03: slides and I'm going to give you 3 minute demos.
00:43:04 --> 00:43:07: The first one is let's state that we live in
00:43:07 --> 00:43:08: an age of excitement, right?
00:43:08 --> 00:43:12: Let's let's understand that this is a technology that is
00:43:12 --> 00:43:15: absolutely revolutionary and and that we need to acknowledge that
00:43:15 --> 00:43:18: that it's here and we have to use it at
00:43:18 --> 00:43:20: the same time, This is a slide that I show
00:43:20 --> 00:43:22: to my customers, right?
00:43:22 --> 00:43:25: I think it can really mess up with your expectations,
00:43:25 --> 00:43:25: right?
00:43:25 --> 00:43:29: Because you start trying AI, you think it's going to
00:43:29 --> 00:43:33: really change your world and suddenly you can lose or
00:43:33 --> 00:43:37: you can it can play with your expectations very quickly,
00:43:37 --> 00:43:38: right?
00:43:38 --> 00:43:41: So this is a graph that I show to my
00:43:41 --> 00:43:45: customers and I try to understand in which stage of
00:43:46 --> 00:43:48: this graph they are right?
00:43:49 --> 00:43:53: And finally, I think we are, we are bombarded with
00:43:53 --> 00:43:55: all these new releases of AI, right?
00:43:55 --> 00:43:57: And I want to, I like to, I like this
00:43:57 --> 00:44:00: slide because it pictures where are we, right?
00:44:00 --> 00:44:04: So we started in wave 1 where we start seeing
00:44:04 --> 00:44:07: models, ChatGPT, Gemini rock, right?
00:44:07 --> 00:44:09: But now we're in wave 2, right?
00:44:09 --> 00:44:14: So costs have gone down and models have gotten smarter,
00:44:14 --> 00:44:18: and we are now starting to see these models embedded
00:44:18 --> 00:44:23: into functional aspects of what enterprise companies do, right?
00:44:25 --> 00:44:28: So as I said, I want to show you how
00:44:28 --> 00:44:32: we at AWS use AI for negotiation.
00:44:32 --> 00:44:35: I tried to tailor that a bit to negotiation and
00:44:35 --> 00:44:38: I'm going to show you 3 use cases and pinpoint
00:44:38 --> 00:44:42: each of these use cases to where in the graph
00:44:42 --> 00:44:44: this specific tool list, right?
00:44:44 --> 00:44:46: So the first one is a sales trainer, right?
00:44:47 --> 00:44:49: And this what I'm going to show you and I'm
00:44:49 --> 00:44:53: going to quickly stop sharing and show you another screen.

00:44:59 --> 00:45:01:	Let me know if it works.
00:45:03 --> 00:45:06:	So this can you see it?
00:45:06 --> 00:45:06:	I think yes, you.
00:45:07 --> 00:45:07:	Can see it.
00:45:07 --> 00:45:07:	Thank you.
00:45:08 --> 00:45:10:	So, so this is a Cassandra, right?
00:45:10 --> 00:45:13:	So this is imagine a group of sellers, right, a
00:45:13 --> 00:45:17:	group of account executives, pipe code and application for them
00:45:17 --> 00:45:21:	to go and practice their negotiation skills with their customer,
00:45:21 --> 00:45:26:	with dummy customers, right, where they can configure their profile,
00:45:26 --> 00:45:30:	they can configure what they, what industry they are, what,
00:45:30 --> 00:45:32:	what they want to talk about.
00:45:32 --> 00:45:35:	And they can practice their their their pitch to their
00:45:35 --> 00:45:39:	customers in order to, you know, get better and get
00:45:39 --> 00:45:43:	better in this negotiation at presenting yourself at value selling
00:45:43 --> 00:45:44:	at solution selling.
00:45:45 --> 00:45:48:	So this is this is the application, right?
00:45:48 --> 00:45:49:	And it's super cool.
00:45:49 --> 00:45:54:	You can, you can, and this was actually developed by
00:45:54 --> 00:45:57:	by, you know, peers of mine, right?
00:45:57 --> 00:46:00:	And basically you can either upload a, a video and
00:46:00 --> 00:46:03:	it will give you feedback or you can just ask
00:46:03 --> 00:46:05:	a few questions, right?
00:46:05 --> 00:46:07:	So be like, hi, Lauren.
00:46:08 --> 00:46:11:	Oh, sorry, I'm hearing you can, you guys cannot hear
00:46:12 --> 00:46:14:	it, but Lauren is speaking back to me.
00:46:15 --> 00:46:18:	And basically you can prompt and it will, it will
00:46:18 --> 00:46:20:	give you tough answers, right?
00:46:20 --> 00:46:24:	Like same as because negotiations and, and, and selling is
00:46:24 --> 00:46:25:	tough, right?
00:46:25 --> 00:46:29:	And this is something that can really help you and
00:46:29 --> 00:46:30:	helps us.
00:46:30 --> 00:46:32:	So we have hundreds of sellers using this.
00:46:33 --> 00:46:36:	Why is it in the high expectations?
00:46:37 --> 00:46:38:	Because it's been by code, right?
00:46:38 --> 00:46:39:	It's awesome.
00:46:39 --> 00:46:41:	It's done by sellers for sellers, right?
00:46:41 --> 00:46:45:	But it hasn't really shown its full value and full
00:46:45 --> 00:46:46:	value yet.
00:46:46 --> 00:46:51:	The second thing that I want to show you and

00:46:51 --> 00:46:56: let me go back to my slides is when we

00:46:56 --> 00:47:01: are in a negotiation, when we are in a negotiation

00:47:01 --> 00:47:08: sometimes or when I'm speaking to customers, I need quick

00:47:08 --> 00:47:10: information, right?

00:47:11 --> 00:47:15: And sometimes, I mean it's difficult, right?

00:47:15 --> 00:47:18: I mean it's a complex, it's so selling software, it

00:47:18 --> 00:47:19: can be difficult.

00:47:19 --> 00:47:21: Selling real estate can be difficult, right?

00:47:21 --> 00:47:23: And sometimes you do not have all the answers.

00:47:24 --> 00:47:28: So basically what I'm showing you here is a, it's

00:47:28 --> 00:47:29: a Slack agent.

00:47:29 --> 00:47:30: So a lot of people use slacks.

00:47:30 --> 00:47:34: People are very used to using Slack and it's something

00:47:34 --> 00:47:37: that, that, that it's very handy to have, right?

00:47:37 --> 00:47:42: So imagine you could ask direct competitor and market intelligence

00:47:42 --> 00:47:45: to Slack and it will immediately give you your, the

00:47:45 --> 00:47:48: answers you're looking for, right?

00:47:48 --> 00:47:50: So imagine that I'm talking to a real estate customer

00:47:50 --> 00:47:52: like here, like, hey, I want to talk about the

00:47:53 --> 00:47:55: benefits of SQL versus no SQL databases, which is a

00:47:55 --> 00:47:56: type of database.

00:47:57 --> 00:47:58: I mean, maybe I'm not savvy at the moment or

00:47:59 --> 00:48:01: the customer is asking like, hey, what other services are

00:48:01 --> 00:48:02: do you offer?

00:48:03 --> 00:48:06: This is a solution that can directly direct, you can

00:48:06 --> 00:48:07: directly use.

00:48:08 --> 00:48:11: And finally, I'm not going to demo it because in

00:48:11 --> 00:48:15: the interest of time, but then finally, if we go

00:48:15 --> 00:48:18: back here, we have three, we have quick suite.

00:48:19 --> 00:48:25: Quick Suite is an enterprise grade application where you can

00:48:25 --> 00:48:29: go and and and you know, leverage AI at its

00:48:29 --> 00:48:31: full best, right.

00:48:31 --> 00:48:33: So this is a solution that we just happen to

00:48:33 --> 00:48:36: sell, but it's something as I said that I I

00:48:36 --> 00:48:38: love I use it every single day in in my

00:48:38 --> 00:48:39: day-to-day.

00:48:39 --> 00:48:41: And this is, this is probably one of the most

00:48:41 --> 00:48:43: fantastic AWS products that we have.

00:48:43 --> 00:48:45: And I'm not aiming to sell it.

00:48:45 --> 00:48:48: I'm just excited because I use it all the time.

00:48:48 --> 00:48:50: It's a solution where you can come and build your

00:48:50 --> 00:48:53: own agents, you can come and build your own spaces,
00:48:53 --> 00:48:55: you can create your own automations and you create your
00:48:55 --> 00:48:56: own research.
00:48:56 --> 00:48:59: Imagine that your you're talking to a new customer or
00:48:59 --> 00:49:02: in the new industry, you can go and ask a
00:49:02 --> 00:49:05: lot of questions and it will do a proper full
00:49:05 --> 00:49:07: research and share it with you.
00:49:08 --> 00:49:10: So you can, you know, come as Thomas was saying,
00:49:10 --> 00:49:12: go to your conversations prepared.
00:49:13 --> 00:49:16: And so going back to my slides, my purpose for
00:49:16 --> 00:49:20: you today is for you to understand how AI can
00:49:20 --> 00:49:23: be used, how we in AWS use it, how you
00:49:23 --> 00:49:27: can start from a vibe coded application to a Slack
00:49:27 --> 00:49:30: integration to a full enterprise product.
00:49:31 --> 00:49:34: And I'm really encouraging you to to embrace AI in
00:49:34 --> 00:49:35: your day today.
00:49:36 --> 00:49:37: And I don't want to bore you.
00:49:37 --> 00:49:41: I know we are in a slight hurry.
00:49:41 --> 00:49:44: I just going to leave my contacts in case some
00:49:44 --> 00:49:46: of the audience has any questions.
00:49:47 --> 00:49:49: And please take a picture to the QR or or
00:49:49 --> 00:49:52: write the e-mail before I hand it over to Nakash.
00:49:52 --> 00:49:53: Thank you very much.
00:49:53 --> 00:49:57: Thanks Jaime Nakash, shall shall we pass over to you
00:49:57 --> 00:50:00: to share your perspective on AI adoption as well PGM?
00:50:02 --> 00:50:03: Yes, absolutely.
00:50:03 --> 00:50:03: Can you hear me?
00:50:05 --> 00:50:06: Yes, yes we can.
00:50:07 --> 00:50:07: Yep.
00:50:07 --> 00:50:10: I, I'm, I'm, I'm not going to say share slides,
00:50:10 --> 00:50:13: only a few minutes, but thank you for having me.
00:50:13 --> 00:50:14: I'm Nakash here.
00:50:14 --> 00:50:16: I'm an executive director.
00:50:16 --> 00:50:19: I, I lead our R&D and investment and real estate
00:50:20 --> 00:50:20: programme.
00:50:22 --> 00:50:27: So I know I'm also a honorary associate Associate Professor
00:50:27 --> 00:50:29: at UCL recently.
00:50:29 --> 00:50:32: So I mean, I think the way we look at
00:50:32 --> 00:50:37: AI adoption, we've taken a very deliberate and structured approach
00:50:37 --> 00:50:38: to AI adoption.
00:50:39 --> 00:50:40: At the outset.

00:50:40 --> 00:50:44: Our principle has been real challenges, real problems and real
00:50:44 --> 00:50:46: solutions for our real asset business.
00:50:47 --> 00:50:50: I mean, I mean, we've seen the build world is
00:50:50 --> 00:50:51: full of great ideas.
00:50:52 --> 00:50:55: We try to be reset LED, not team LED.
00:50:55 --> 00:50:58: Instead of starting with a trendy topic, I mean a
00:50:58 --> 00:51:01: trendy software or two, we start with the real asset
00:51:01 --> 00:51:05: problems where we where better analytics or technology can move
00:51:05 --> 00:51:05: the needle.
00:51:05 --> 00:51:08: So really we focus on quite a lot actually the
00:51:08 --> 00:51:12: actually the topics or the research or the active problems
00:51:12 --> 00:51:13: itself.
00:51:13 --> 00:51:15: So even in within that we look at the kind
00:51:15 --> 00:51:18: of low value and low hanging fruits, like really the
00:51:18 --> 00:51:21: tasks that are very repetitive, but task tag are also
00:51:21 --> 00:51:24: have low value, for example, they're not really impacting the
00:51:24 --> 00:51:27: direct investment machine at this time.
00:51:27 --> 00:51:29: And then of course they are repetitive.
00:51:29 --> 00:51:32: So they can actually really move the needed in terms
00:51:32 --> 00:51:34: of the ROI and impact we have.
00:51:34 --> 00:51:36: So for example, I mean, I mean, even with this
00:51:36 --> 00:51:38: last year we had over like 50 use cases that
00:51:38 --> 00:51:39: came came to us.
00:51:40 --> 00:51:43: So we tend not to do everything eventually we focus
00:51:43 --> 00:51:47: on what can materially improve our, you know, decision making
00:51:47 --> 00:51:50: and quality of work we do, the speed and consistency
00:51:50 --> 00:51:53: it does have what our focus has been and that's
00:51:53 --> 00:51:55: the approach that we have taken.
00:51:56 --> 00:51:59: I think Nick, Nick shared some of those areas.
00:51:59 --> 00:52:03: But I would say in general in real estate businesses
00:52:03 --> 00:52:07: across the board, I think they are kind of content
00:52:07 --> 00:52:12: creation like I see paper generation, quality report generation, RFP
00:52:12 --> 00:52:18: responses, some workflow automation from beliefs abstraction, data ingestion.
00:52:18 --> 00:52:21: I think those are the tasks are being really automated.
00:52:21 --> 00:52:25: You know, more often some of the work around decision
00:52:25 --> 00:52:30: making, simple predicting kind of frontal growth or predicting, you
00:52:30 --> 00:52:33: know, IRS and really doing a deep, deep dive due

00:52:33 --> 00:52:38: diligence on investments that still I would say in progress,
00:52:38 --> 00:52:39: I think will take time.
00:52:39 --> 00:52:42: And I mentioned before it's, it's of course a data
00:52:42 --> 00:52:46: challenge, but also technology in terms of trust challenge that,
00:52:46 --> 00:52:48: that, that will be solved.
00:52:48 --> 00:52:51: Other one we are focusing more on is at the,
00:52:51 --> 00:52:54: the unstructured data, how can make it structured and how
00:52:54 --> 00:52:58: can curate be it, you know, side letters from investors,
00:52:58 --> 00:53:01: be it policy documents, be it like, you know, contracts
00:53:01 --> 00:53:01: we have.
00:53:02 --> 00:53:05: So using, using LM on top of that has been,
00:53:05 --> 00:53:08: has been a great use and, and, and it can
00:53:08 --> 00:53:12: give a quite was a quick impact to the business.
00:53:13 --> 00:53:16: So I would say some of the challenges that we
00:53:16 --> 00:53:19: are seeing across the board actually within the industry, I
00:53:20 --> 00:53:23: think the theme has been, is the, is the people.
00:53:23 --> 00:53:26: You know, technology has evolved and is evolving at A
00:53:26 --> 00:53:29: at a speed and pace that we have not seen
00:53:29 --> 00:53:34: in, in the previous technological or in industry revolutions, which
00:53:34 --> 00:53:38: took years or decades, but this is happening within months.
00:53:38 --> 00:53:42: So I think the, really the transition and the training
00:53:42 --> 00:53:43: time is very slow.
00:53:44 --> 00:53:47: And as you know, the big or corporates and organisations,
00:53:47 --> 00:53:50: they move really, really slow in terms of training, culture,
00:53:50 --> 00:53:51: governance.
00:53:51 --> 00:53:54: So we all have to adapt really, really fast to
00:53:54 --> 00:53:55: this fast changing pace.
00:53:55 --> 00:53:58: I think that's one of the challenge of people in
00:53:58 --> 00:54:00: this behaviour and, and, and the, and the talent gap
00:54:00 --> 00:54:02: or skill gap that's or that's there.
00:54:03 --> 00:54:06: And second thing that we think is or estimate or
00:54:06 --> 00:54:07: underestimated is around data.
00:54:08 --> 00:54:11: It's not just about having the ability, having the ability
00:54:11 --> 00:54:14: to have the data, but actually what data you have,
00:54:15 --> 00:54:17: what depth of data you have, the quality of it
00:54:17 --> 00:54:20: and the time series of it, like how long it
00:54:20 --> 00:54:24: goes back, the richness of data because training AI requires
00:54:24 --> 00:54:27: a lot more data and very, very deep understanding of
00:54:27 --> 00:54:28: the particular team.
00:54:28 --> 00:54:30: So we've seen that time and time again.
00:54:30 --> 00:54:32: We see a lot of, you know, technology tools out

00:54:33 --> 00:54:35: there or models out there, they're great, but really what
00:54:35 --> 00:54:38: makes the difference between a good model or good AI
00:54:38 --> 00:54:41: solution towards and not really so good is actually the
00:54:41 --> 00:54:43: quality of data and, and what you have.
00:54:44 --> 00:54:47: And third one, I, I mentioned before, there is all
00:54:47 --> 00:54:50: trust issue and explain explainability issue.
00:54:50 --> 00:54:52: So we are developing AI solutions.
00:54:52 --> 00:54:57: If they're not, you know, explainable and transparent, there's a
00:54:57 --> 00:55:01: challenge of a doping them within the financial institutions.
00:55:02 --> 00:55:05: And finally, I would say that the huge challenges around
00:55:05 --> 00:55:10: governance and, and privacy and the data leakage because we've
00:55:10 --> 00:55:12: been thrown so many tools at once.
00:55:12 --> 00:55:17: And I think being able to adapt organizational policies, governance
00:55:17 --> 00:55:21: policies, making sure that we use the right, you know,
00:55:21 --> 00:55:22: data set.
00:55:22 --> 00:55:26: For example, we have a, you know, we're developing AI
00:55:26 --> 00:55:29: model and we require a third party, you know, data,
00:55:29 --> 00:55:32: which we already have access to it, but can we
00:55:32 --> 00:55:33: use it to train a model?
00:55:33 --> 00:55:36: I mean, they are now a lot of these third
00:55:36 --> 00:55:40: party, you know, platforms, they're basically prohibit you from using
00:55:40 --> 00:55:42: the data to train anymore a models.
00:55:42 --> 00:55:43: So you don't want to be in breach of any
00:55:44 --> 00:55:44: contracts.
00:55:44 --> 00:55:46: Also understanding, do we own the data?
00:55:46 --> 00:55:48: Is it ethical to use the data trends and models?
00:55:48 --> 00:55:51: So I think there comes there's a lot of challenges
00:55:51 --> 00:55:55: around down the road already now we're seeing around governance,
00:55:55 --> 00:55:58: privacy and, and what we can and, and we should
00:55:58 --> 00:55:58: be using it.
00:55:59 --> 00:56:00: So I will leave it at that.
00:56:01 --> 00:56:02: Happy to answer any questions.
00:56:02 --> 00:56:05: I think we already touched about touched base about, you
00:56:06 --> 00:56:07: know, AI and AI replacing humans.
00:56:08 --> 00:56:11: Someone said in a webinar, I was yesterday, Doctor Maria
00:56:12 --> 00:56:14: from UCL that, you know, as long as we have
00:56:14 --> 00:56:16: problems, we have jobs.
00:56:16 --> 00:56:18: It's about how efficient we will be in our jobs.

00:56:18 --> 00:56:21: And I think AI, it really enhances that and amplifies
00:56:21 --> 00:56:21: that.
00:56:22 --> 00:56:25: So we have to embrace but there is actually the
00:56:25 --> 00:56:28: time is of essence and we don't have enough time
00:56:28 --> 00:56:30: because speed of change is very fast here.
00:56:31 --> 00:56:33: So thank you so much and happy to answer any
00:56:33 --> 00:56:33: questions.
00:56:33 --> 00:56:34: Great.
00:56:34 --> 00:56:35: Thank you, Nikash.
00:56:35 --> 00:56:38: It's really helpful and great to get that industry perspective
00:56:38 --> 00:56:38: as well.
00:56:38 --> 00:56:41: And I, I appreciate we're we're almost at the hour.
00:56:41 --> 00:56:43: Nico, I'll just pass back to you very quickly.
00:56:43 --> 00:56:46: If you want to give a brief kind of overview
00:56:46 --> 00:56:49: about the the course that we're planning to launch in
00:56:49 --> 00:56:49: in April.
00:56:49 --> 00:56:52: And I think we can share a summary slide of
00:56:52 --> 00:56:53: that as well.
00:56:53 --> 00:56:54: Nico, I'll give you a minute or so to wrap
00:56:54 --> 00:56:55: up.
00:56:55 --> 00:56:57: Yes, thank you, Simon.
00:56:58 --> 00:56:58: Yes.
00:56:58 --> 00:57:02: So in collaboration with you and I, you and I
00:57:02 --> 00:57:06: learning Europe and University of San Gallon very is very,
00:57:06 --> 00:57:10: very happy to offer a course that you can already
00:57:11 --> 00:57:14: sign up to that is going to take place in
00:57:14 --> 00:57:14: April.
00:57:15 --> 00:57:18: It's the idea is to give you the ability to
00:57:18 --> 00:57:22: introduce using AI in your day-to-day work as soon as
00:57:22 --> 00:57:24: you finish the course.
00:57:24 --> 00:57:28: And it's led by people who know what they're talking
00:57:28 --> 00:57:31: about, not just academics but also practitioners.
00:57:31 --> 00:57:35: We've been using this material, we've been teaching this course
00:57:35 --> 00:57:37: for for a while now, trained hundreds of people.
00:57:37 --> 00:57:39: The feedback is amazing.
00:57:39 --> 00:57:43: People describe it as life changing people at various levels
00:57:43 --> 00:57:48: of seniority with no practical and with no technical experience.
00:57:48 --> 00:57:51: They can now start using AI in in the day-to-day
00:57:51 --> 00:57:52: work.
00:57:52 --> 00:57:55: If you are interested in understanding how how AI can
00:57:55 --> 00:57:59: affect your business and how you can implement it, that

00:57:59 --> 00:58:00: course is also for you.
00:58:00 --> 00:58:01: Very practical.
00:58:02 --> 00:58:04: There are case studies, there are exercises, there are live
00:58:04 --> 00:58:04: demos.
00:58:05 --> 00:58:06: There are four sessions.
00:58:06 --> 00:58:08: Each of those sessions is 2 hours.
00:58:08 --> 00:58:11: There are breaks between of few days between all of
00:58:12 --> 00:58:15: those sessions, so you can have some time to do
00:58:15 --> 00:58:16: the homework.
00:58:17 --> 00:58:19: Every session ends with AQ and A so you can
00:58:19 --> 00:58:20: stay behind.
00:58:20 --> 00:58:22: You can chat to the faculty.
00:58:22 --> 00:58:24: You can ask them any questions that you have.
00:58:24 --> 00:58:28: You can follow up with questions about homework.
00:58:28 --> 00:58:32: The the sessions start at 2:00 PM London time and
00:58:32 --> 00:58:35: at 3:00 PM CT and, and you will get a
00:58:35 --> 00:58:39: link to the website where you can find out more
00:58:39 --> 00:58:40: after the the webinar.
00:58:40 --> 00:58:43: But thank you very much for joining and I really
00:58:43 --> 00:58:46: hope that if you, if you haven't already, I started
00:58:47 --> 00:58:50: learning about AII promise you there are only two ways
00:58:50 --> 00:58:51: to get good at this.
00:58:52 --> 00:58:55: So there, there's only one way and that means two
00:58:55 --> 00:58:57: things, training and practice.
00:58:58 --> 00:59:00: And and please, please start looking into this.
00:59:00 --> 00:59:03: I promise you it's not only very important, but it's
00:59:03 --> 00:59:05: also a lot of fun.
00:59:05 --> 00:59:06: Thank you very much.
00:59:06 --> 00:59:07: Simon, back over to you.
00:59:08 --> 00:59:09: Thank you, thank you Nico.
00:59:09 --> 00:59:12: And just just to close the session, thank you all
00:59:12 --> 00:59:16: the contributors today for for this really insightful session.
00:59:16 --> 00:59:17: We hope you found it interesting.
00:59:17 --> 00:59:20: As Nico said, the the course admissions are now open
00:59:20 --> 00:59:23: for this course and I think spaces are filling up
00:59:23 --> 00:59:24: quite quickly.
00:59:24 --> 00:59:26: So if you have enjoyed what you'd like heard today
00:59:26 --> 00:59:29: and want to learn more, do encourage you to sign
00:59:29 --> 00:59:30: up for that.
00:59:30 --> 00:59:33: As I mentioned before, a recording of this and the
00:59:33 --> 00:59:37: slides will be made available on UL is Knowledge Finder.
00:59:38 --> 00:59:41: A short Q&A will a survey will pop up on

00:59:41 --> 00:59:42:	your screen.
00:59:42 --> 00:59:43:	Now if you are able to take a moment to
00:59:44 --> 00:59:47:	complete it, we'd appreciate your thoughts and reflections on today's
00:59:47 --> 00:59:47:	session.
00:59:47 --> 00:59:52:	But with that, just thanking our contributors again and wishing
00:59:52 --> 00:59:54:	you all a good day ahead and hope to see
00:59:54 --> 00:59:56:	you again at future ULI events.
00:59:57 --> 00:59:57:	Thanks everyone.
