



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

00:01:58 --> 00:02:02: decisions are made, how
 00:02:02 --> 00:02:02: work itself is done and real estate is no exception
 00:02:02 --> 00:02:06: to this.
 00:02:06 --> 00:02:10: Across the industry, firms are thinking about the bigger
 00:02:10 --> 00:02:13: picture,
 00:02:13 --> 00:02:16: so where AI is going, the market impacts, data centres,
 00:02:16 --> 00:02:16: etcetera, but also the more practical details.
 00:02:16 --> 00:02:20: So how are we actually using AI in our day-to-day
 00:02:20 --> 00:02:25: business?
 00:02:25 --> 00:02:29: What does it mean for productivity, skills and roles?
 00:02:29 --> 00:02:32: Our latest Emerging Trends in Real Estate report, published
 00:02:32 --> 00:02:36: in
 00:02:36 --> 00:02:38: partnership with PwC, highlighted the pace of adoption of AI
 00:02:38 --> 00:02:41: in real estate has accelerated very quickly.
 00:02:41 --> 00:02:45: Around 3/4 of real estate firms and companies are now
 00:02:45 --> 00:02:49: using AI or machine learning tools.
 00:02:49 --> 00:02:53: This was up from about a third two years ago.
 00:02:53 --> 00:02:54: And the report also found there's optimism around the AI's
 00:02:54 --> 00:02:59: ability to support specific tasks and improve efficiency across
 00:02:59 --> 00:03:04: a
 00:03:04 --> 00:03:09: whole range of real estate activities, as shown on the
 00:03:09 --> 00:03:11: chart on the right there.
 00:03:11 --> 00:03:14: And while most of the firms see technology adoption as
 00:03:14 --> 00:03:16: critical to long term success, there's a growing emphasis on
 00:03:16 --> 00:03:19: hiring and developing people within companies that have
 00:03:19 --> 00:03:22: new and
 00:03:22 --> 00:03:24: non traditional skill sets.
 00:03:24 --> 00:03:27: And it's become a bit of a cliché now where
 00:03:27 --> 00:03:30: people say AI is not going to take your job,
 00:03:30 --> 00:03:34: but someone that knows how to use it might.
 00:03:34 --> 00:03:38: And that's the idea is, is becoming more and more
 00:03:38 --> 00:03:41: real now for real estate professionals.
 00:03:41 --> 00:03:45: And, and, and that's the context really that why, why
 00:03:45 --> 00:03:49: we're here today to discuss this topic and why you
 00:03:49 --> 00:03:51: and I, together with very knowledge partners and the
 00:03:51 --> 00:03:54: University
 00:03:54 --> 00:03:58: of Saint Gallon, have developed this new education program
 00:03:58 --> 00:04:01: that
 00:04:01 --> 00:04:05: is focused on practical AI for real estate professionals.
 00:04:05 --> 00:04:09: And the aim of this course is really to make
 00:04:09 --> 00:04:13: AI accessible, relevant, and genuinely useful for people who
 00:04:13 --> 00:04:17: aren't
 00:04:17 --> 00:04:21: technical experts or specialists in AI.
 00:04:21 --> 00:04:25: 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

00:09:17 --> 00:09:21: consider

00:09:21 --> 00:09:26: too difficult to invest any money into because, you know,

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

00:09:26 --> 00:09:26: 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

00:09:42 --> 00:09:47: that

00:09:47 --> 00:09:51: is looking at buyer and supplier negotiations using ChatGPT

00:09:51 --> 00:09:55: specifically.

00:09:56 --> 00:10:00: So get using ChatGPT to help with with buyer and

00:10:00 --> 00:10:04: supplier negotiations and they do find that if you use

00:10:04 --> 00:10:09: AI, you will achieve higher discount if you're buying stuff.

00:10:09 --> 00:10:09: Now of course if you're selling stuff when you're using

00:10:09 --> 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
00:12:04 --> 00:12:08: 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
00:12:08 --> 00:12:12: 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

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

00:15:00 --> 00:15:02: 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

00:15:19 --> 00:15:21: 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 emerging.

00:20:06 --> 00:20:06:

00:20:07 --> 00:20:09: I would say if you speak to the start-ups, I'm seeing more start-ups in this phase now than ever before.

00:20:09 --> 00:20:12: There's so many start-ups coming that they are, I mean claiming that they can actually do do deep kind of intelligence and and stuff like that.

00:20:12 --> 00:20:15:

00:20:16 --> 00:20:19: So something to look into.

00:20:19 --> 00:20:21: I think there's still some limitations.

00:20:21 --> 00:20:22:

00:20:22 --> 00:20:25: I think mostly I would say limitations are because of the data.

00:20:25 --> 00:20:27:

00:20:27 --> 00:20:28: the V data is not that structured.

00:20:28 --> 00:20:30: I think they're not maybe available.

00:20:30 --> 00:20:32:

00:20:33 --> 00:20:36: But also I think the issue issue because as Nick mentioned about some of the most advanced models are actually

00:20:36 --> 00:20:40: of black boxes like neural networks.

00:20:40 --> 00:20:43:

00:20:43 --> 00:20:46: And they probably are the most, I would say accurate when it comes to this deep due diligence.

00:20:46 --> 00:20:48:

00:20:48 --> 00:20:51: But there's a trust issue, we do not know the kind of cordiality of why is coming, you know, why is creating an IRR and why is, you know, creating the spread of you know, cash flow, etcetera.

00:20:51 --> 00:20:53:

00:20:53 --> 00:20:56: So that's really, really emerging really fast at from a technology perspective, I think we are there.

00:20:56 --> 00:20:58:

00:20:59 --> 00:21:01: We just need to focus on the governance and how we can create trust, but also availability of the data itself as well.

00:21:02 --> 00:21:04:

00:21:04 --> 00:21:07: So I think a great presentation, Nick really enjoyed it.

00:21:07 --> 00:21:10: Though I think I think you make a really interesting point.

00:21:10 --> 00:21:11:

00:21:11 --> 00:21:14: I would love to see those startups, but I do find that many startups that I speak to are just pure fantasy and, and I'm very disappointed.

00:21:14 --> 00:21:16:

00:21:16 --> 00:21:17: I mean, maybe it's just my, my limited perspective.

00:21:17 --> 00:21:21: So I'd love to to see if the startups that you work with are are more content based.

00:21:21 --> 00:21:24:

00:21:24 --> 00:21:27: Yeah, I'm not working for them.

00:21:27 --> 00:21:30: I'm just saying that I think there is a lot more investment in that space and I think people seeing that gap, you just rightly I think you know show

00:21:30 --> 00:21:34:

00:21:34 --> 00:21:38:

00:21:38 --> 00:21:39:

00:21:39 --> 00:21:40:

00:21:40 --> 00:21:43:

00:21:43 --> 00:21:46:

00:21:46 --> 00:21:49:

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

00:22:49 --> 00:22:51: 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

00:31:05 --> 00:31:07: negotiation,

00:31:07 --> 00:31:11: comparing that to your partner.

00:31:11 --> 00:31:14: So an alternative solution, this is also very important.

00:31:14 --> 00:31:16: And the Zopa which you see as a third concept

00:31:16 --> 00:31:17: is kind of the zone of possible agreement.

00:31:17 --> 00:31:21: This is the overlapping point between both sides, reservation

00:31:22 --> 00:31:25: values.

00:31:25 --> 00:31:27: So when a Zopa exists, a transaction is possible.

00:31:27 --> 00:31:28: When it does not, then of course there is kind

00:31:28 --> 00:31:31: of no deal zone.

00:31:31 --> 00:31:32: 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

00:41:47 --> 00:41:47: 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
00:50:37 --> 00:50:38: 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

00:54:57 --> 00:55:01: a 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

00:55:10 --> 00:55:12: we've been thrown so many tools at once.

00:55:12 --> 00:55:17: And I think being able to adapt organizational policies,

00:55:17 --> 00:55:21: governance 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

00:55:40 --> 00:55:42: using 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

00:55:55 --> 00:55:58: governance, 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
00:57:35 --> 00:57:37: course
00:57:37 --> 00:57:39: for for a while now, trained hundreds of people.

00:57:39 --> 00:57:43: 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
00:57:48 --> 00:57:51: 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 demos.

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 those sessions, so you can have some time to do the homework.

00:58:15 --> 00:58:16: the homework.

00:58:17 --> 00:58:19: Every session ends with AQ and A so you can stay behind.

00:58:19 --> 00:58:20: You can chat to the faculty.

00:58:20 --> 00:58:22: You can ask them any questions that you have.

00:58:22 --> 00:58:24: You can follow up with questions about homework.

00:58:24 --> 00:58:28: The the sessions start at 2:00 PM London time and at 3:00 PM CT and, and you will get a link to the website where you can find out more after the the webinar.

00:58:32 --> 00:58:35: But thank you very much for joining and I really hope that if you, if you haven't already, I started learning about All promise you there are only two ways to get good at this.

00:58:35 --> 00:58:39: So there, there's only one way and that means two things, training and practice.

00:58:39 --> 00:58:40: And and please, please start looking into this.

00:58:40 --> 00:58:43: I promise you it's not only very important, but it's also a lot of fun.

00:58:43 --> 00:58:46: Thank you very much.

00:58:47 --> 00:58:50: Simon, back over to you.

00:58:50 --> 00:58:51: Thank you, thank you Nico.

00:58:52 --> 00:58:55: And just just to close the session, thank you all the contributors today for for this really insightful session.

00:58:55 --> 00:58:57: We hope you found it interesting.

00:58:58 --> 00:59:00: As Nico said, the the course admissions are now open for this course and I think spaces are filling up quite quickly.

00:59:00 --> 00:59:03: So if you have enjoyed what you'd like heard today and want to learn more, do encourage you to sign up for that.

00:59:03 --> 00:59:05: As I mentioned before, a recording of this and the slides will be made available on UL is Knowledge Finder.

00:59:05 --> 00:59:06: 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.

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