my name is Supritam Sen
and I work at Fidelity Investments
as a director of product management
currently I work at a business unit called Fidelity
Center for Applied Technology
or FCAT
whose mission is to look at technology that Fidelity
and its customers will be using
in the next five years
my role is focused on driving new products
from incubation to scale with a blend of design
engineering and data science
in my past life I was a data um
I was a software engineer
who was very passionate about data
and how data can tell stories
so I got my MBA
and then I moved into product management
now a bit about FCAT
um FCADA
Fidelity Center for Applied Technology uh
is a specialized group uh within Fidelity
which is also the in in innovation engine
uh FCAM
focuses on trends that matter to Fidelity
and its customers in the space of AI blockchain
virtual reality and cognitive computing
when we incubate new products
we use a scan try scale model
as you can see at the bottom of the screen
we scan and assess for opportunities
try new products and concepts using MVP approach
or the minimal Wable product approach
and then scale them for wider adoption
using various strategies
now at the air incubator which is where I work
most of these strategies blend design
thinking and data science
let's now take an actual use case
to understand some of the items above
I will discuss how we created a tool for internal
Fidelity Associates
and how we hydrated to scale the product
but before we start
let's take a look at who the customers are right
so my use case falls on the human augmentation uh
example that I spoke about

which helps humans in their decision making
for example let's take a sales associate
also known as account executives
at Fidelity they sell our products
the most well known that you all must be familiar with
our retirement financial solutions like a 4 0 1 k
or health benefits like an HSA or an FSA
to businesses
obviously like most account executives
they are incentivized on how many clients
they bring in
and how many assets they get into the farm
now
let's understand the problem that the team was solving
like most account executive
there are a lot of potential customers or leads
and
every account executive has their own set of factors
to weigh and consider
when that is in leads now
it could be the company size or participants or assets
or already known knowledge of the industrialist
such as the company and what sector they are in
in the orange text below you can see that
the problem that my team was assigned is
how can you support data driven
unbiased approach to
sales lead prioritization
so here's how we approach the problems
1. we look to understand the sales process
within the form with design thinking
we found
that there were two different parts to prioritization
leads and proposal prioritization
of course
a lead becomes a proposal when it's qualified
that is
you've determined if the lead is worth the effort
for continuous follow up so we get
we got granular information on each lead cycle
such as the percentage of completion
as well as you can see on the slide
then we decided to look at the history of past deals
to create models for each stage of sales journey
then we decided to add ambient market signals
and advisors to the lead
as we heard these real account executors do
finally
we decided to factor in the decision makers affinity
and included pricing in the mix as well

now that's a lot of data
that was included in our training models
and we and we got it um
now since we used a classifier
we improved our morals
by looking at some well known metrics
such as accuracy recalls and processions
which I'm not gonna get into today
finally we launch the product
here is a look at our first prototype
we designed an AB test
that deployed to a randomized test group
while the control group did not get access to the tool
let's see what the US tells us
by looking at the second and third columns here
you can see that the various prospects
were listed in the order of the availability
which is given which is uh
by the Win rank column so
if the algorithm predicted that
you had a high chance of winning
the deal
it would put that on the top of the list and similarly
the bottom would be the low probability of winning
the other columns are not that important
for our discussion so what was the outcome
let's take a look at that
after a few months
we saw very low utilization and engagement from users
just a handful of users had used our product um
we like to say that we uh
failed really fast and that's what we did
since it was a pilot and small group
and as a product manager
I had the job of calling users and finding out um
what they taught about our product
the next slide contains some of the learnings
that shaped our key future iterations 1
we Learned there were
that there was no trust in the AI rankings
some of the users questioned
how the rankings were created
and what data sources we used to
just a list of leads that you saw in the
in a few pages back
provided very little value for those users
for example if the account executives called
everyone from that list
they'd have to remember who they had called
and what state they were in

third the tools when not in in the ecosystem
the account using
the account executers by
using a very popular CRM tool
to manage their call list
and notes and finally 4
not everyone in the team
especially some of the managers aligned with the
with the solutions that we have proposed
now we interviewed a few dozens of users
and had on site interviews with their managers
luckily after a lot of these interviews and sessions
we pivoted
and here is what the solution looks like today
1 we Learned that
most users were always working through their emails
and clients which is outlook
so we created the solution in outlook
to have easy access to the tool
and have a bi
directional data communications with their Ciara
2 we provided AI
rankings that provided talking points
and messages to salespeople
that in turn helped them
highlight the strengths and weaknesses of a deal
3 we share alternate data sources like Advisor Insights
which they never had before
they under
they started understanding the different data sources
that we've been pulling this information from
4 we optimize their workflow
within the tool that help them focus on selling
for example we create a task for them
which whenever they had a new lead
so now instead of manually creating those tasks
this tool would created for them
and finally we created oops
they went ahead and finally
we created a feature called GPS
or Guided Path to success
that helped identify the next
best task for increasing their sales efficiency
now here is what the tool looks like today
and I'm gonna show that to you right
we launch this tool and
it's got very good adoption today amongst the users
six months after we launched
um we had some really good great progress
but before I move into that

let me just quickly show you uh
what the tool contains today
uh so like I said
uh on the left side uh
this was a tool that was created within outlook
and it created and Paradise
the leads using the AI algorithm
on the left
now that became a much smaller feature right
earlier
that feature was one of the biggest features in
in in the app
2 uh
we started including advisor insights
such as been lost records
they could now look at the advisor's phone number
or email and just within the click of a button
send them that uh information
3 we started including AI rankings or
or the explanations of them of those rankings
and we started calling them AI influencers
which is how are
how is the deal with ability being influenced by uh
by data and the AI was giving you that information for
we minimize clicks for task management
and gave them the next best task guidance
which really helped us to capture more and more data
in the future to make this product better
now like I said
we launch this tool and got very good adoption
amongst these users
six months after we launch the tool
we found out that um
our win rate had gone up by 8% and the velocity
of the deals uh had also increased that means um
these account executors were closing and uh
and closing a closing deals much faster right
so once once you have an option
it becomes much more easier to do experiments
now here is a result of an experiment that we
very recently uh
ran where we hit the deals sorry again
where we hit the deals
where that had a low probability of winning
now the test group is shown in orange
here
are those users who had their low probability leads
hidden they saved a lot of time
when compared to the control group
which is given in blue now

since this tool is being used
in all sorts of other experimentation such
um you know
driving experiments
like these are becoming much more easier
and as as you can see
the next steps that we are planning to do is
we are trying to find out uh
where time was being saved uh
and what sort of
what life balance trends that we can look into
and correlate uh
with the product to improve the product going forward
so again it goes back to the saying that okay
if you have more data you have adoption
you're able to run more experiments
and make it better and better
and the next few slides
I'm gonna summarize some of the learnings
if there's anything that you can take away
from this talk um here it is 1 um
you have to the human value always comes first uh
some questions that help us to find out what
the human needs where
you know a tri factor of 3 values right
functional value which is
are the able to do their jobs using the product
does it solve the problem
and and it lets you map the outcome to
do they feel better after using your product
and 3 the cognitive value
which is understanding the needs
and why
the product is solving your problem in a given way
so you have to always start with what problem
and what value you are providing to the user
second one of the other lessons that we Learned is
given on this slide you have to think of trust
that you want to build between the users
and your system um
so for example when
when we when you give a AI system when you
when you give a product that has AI to sales associate
who've been using the product for
you've been using the methodology for 20 years uh
you know you're not gonna gain trust immediately
so
you have to think about how you gonna gain that trust
so on this slide
you can see some of the ways in which you

can gain that trust uh
one um by providing AI model explanations um
you're able to gain that trust like we saw at the um
in the tool that I just showed you um
so some of the questions that you can ask yourself is
you know how can users use these explanations
um how can we build more confidence
from these explanations uh
then when it comes to data
in understanding the source of data
ask yourself these questions
you know
do users trust the data source that you're giving them
do they understand um
the understand the source of the data
do they know what kind of actions they need to take
the data
take from the data so that they understand clearly
um the um
the actions that they need to take
and finally um
when it comes to stakeholders
it's always important to understand
you know are your stakeholders brought in
because if your stakeholders are brought in
they can dry some of that utilization and
and and in order to do that
you know always try and ask yourself is
is there enough alignment
with the broader goal of the organization and
and what the stakeholders want