

GENAI IN IU GROUP: LESSONS LEARNED

APRIL 18, 2024

**EVERYBODY CAN ACCESS
EDUCATION TO GROW.**

OUR MISSION

EMPOWER PEOPLE

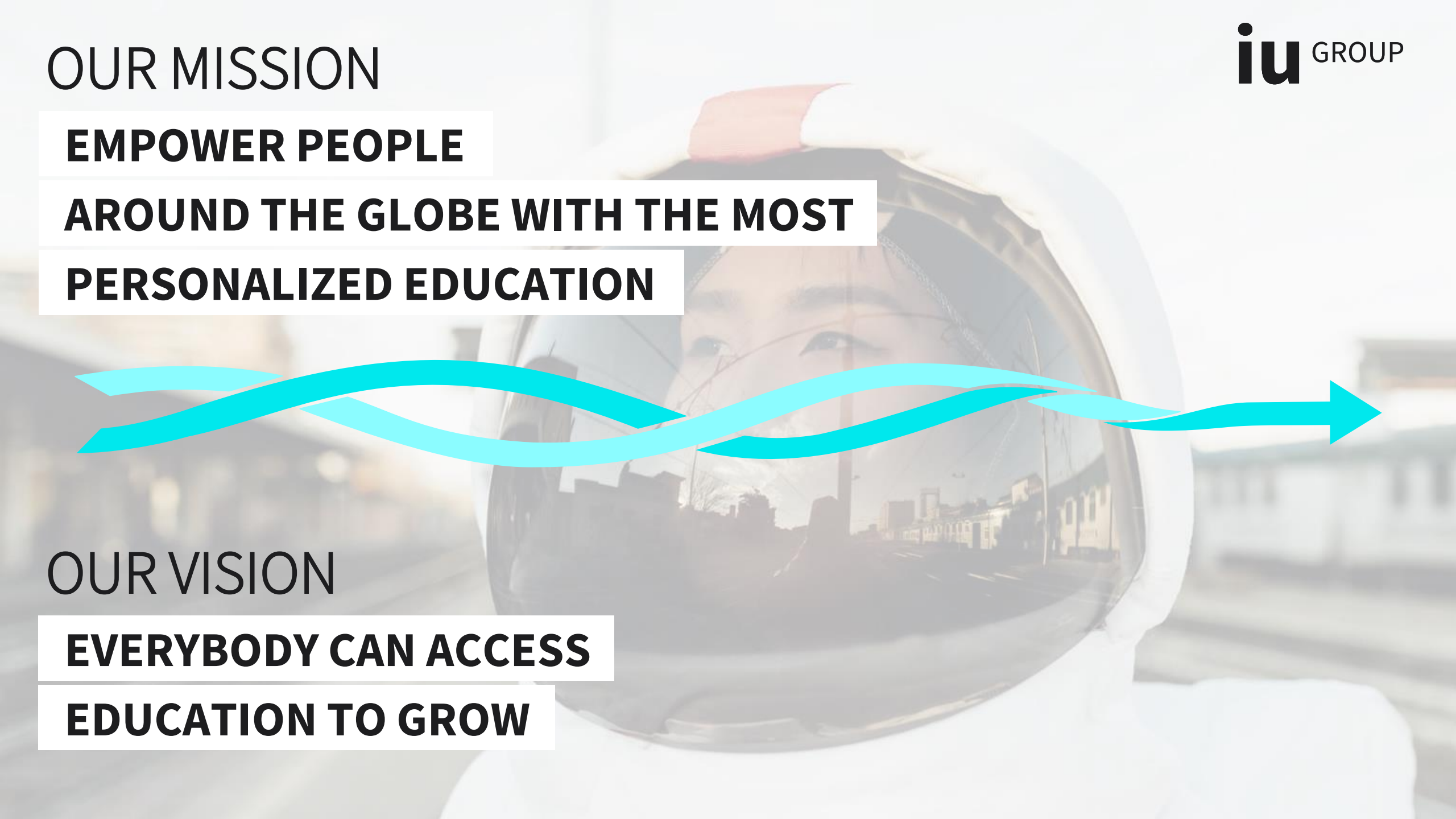
AROUND THE GLOBE WITH THE MOST

PERSONALIZED EDUCATION

OUR VISION

EVERYBODY CAN ACCESS

EDUCATION TO GROW



TODAY'S PRESENTER



Mark Zakhvatkin

Director of AI & Data at IU



**McKinsey
& Company**



LESSONS LEARNED FROM AI TRANSFORMATION

1

Identify right areas of focus

2

Balance exploration and exploitation

3

Balance focused initiatives & mass enablement

4

Stay flexible & react to the changes in technology

AI PRIORITIES IN IU GROUP



SYNTHETIC TEACHING

PRIO 1

- Reimagining education: how would it look like tomorrow?



SALES

PRIO 2

- Reimagining sales processes with AI



EFFICIENCY

PRIO 3

- Enabling all teams with relevant tools
- Helping build organizational buy-in for high prio initiatives

ROI:

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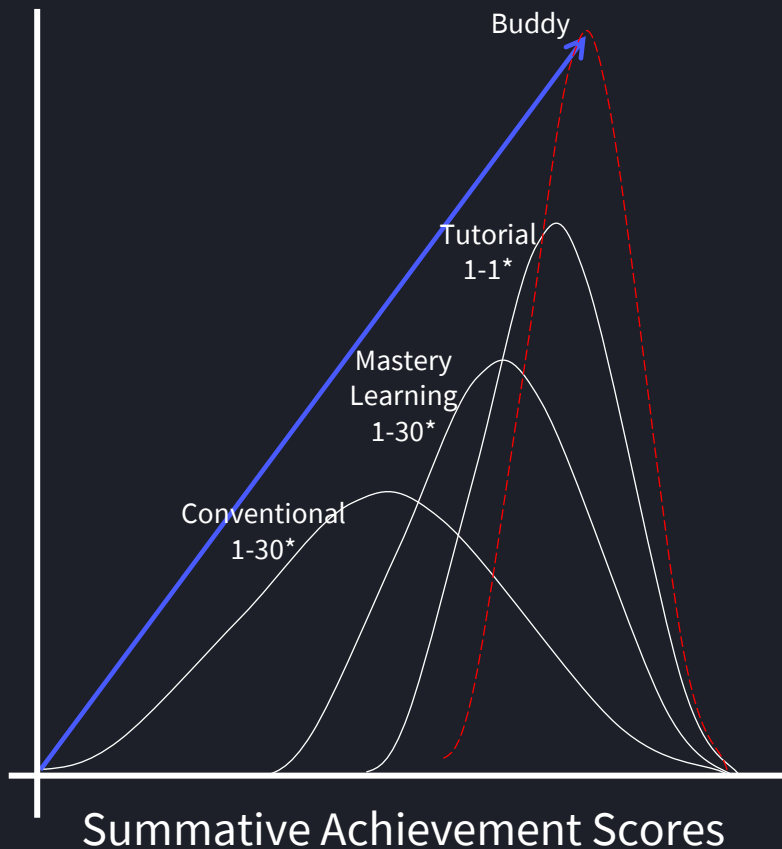
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WHY GEN-AI IS SO IMPORTANT FOR EDUCATION

Achievement distribution for students

Under conventional, mastery, and tutorial instruction



* Teacher-student ration

Already in the **PAST**

- **1-on-1 tutoring** has been gold standard to achieve best learning outcomes
- Most of the learning takes place **outside the classroom**

Potential for the **FUTURE**

- With AI even better and more targeted **personalization becomes possible**
- AI can take an important role to **shape the learning experience** and make it more **engaging** especially outside the classroom

Education transformation

- Education is one of the very few sectors in which the **value** and outcome for the customer with AI is not only **more efficient** but orders of magnitude **better**
- For Education this is the **biggest disruption** since the invention of the classroom model

SYNTEA IS OUR TOP PRIORITY PROJECT, BUT NOT A FOCUS OF TODAY PRESENTATION

PERSONALISATION

We leverage AI/NLP to personalise the study experience and provide truly adaptive teaching, delivering time saving to students

ACADEMIA @SCALE

IU is growing fast – 100k+ students want **tutor time yet staying flexible**.
With NLP we can have both simultaneously and augment **teaching @scale**.

STAY AHEAD

We consider ourselves to be the **thought leader** in application of AI to improve higher education experience.



(Synthetic Teaching Assistant)

iu GROUP

VDI nachrichten

University World News 

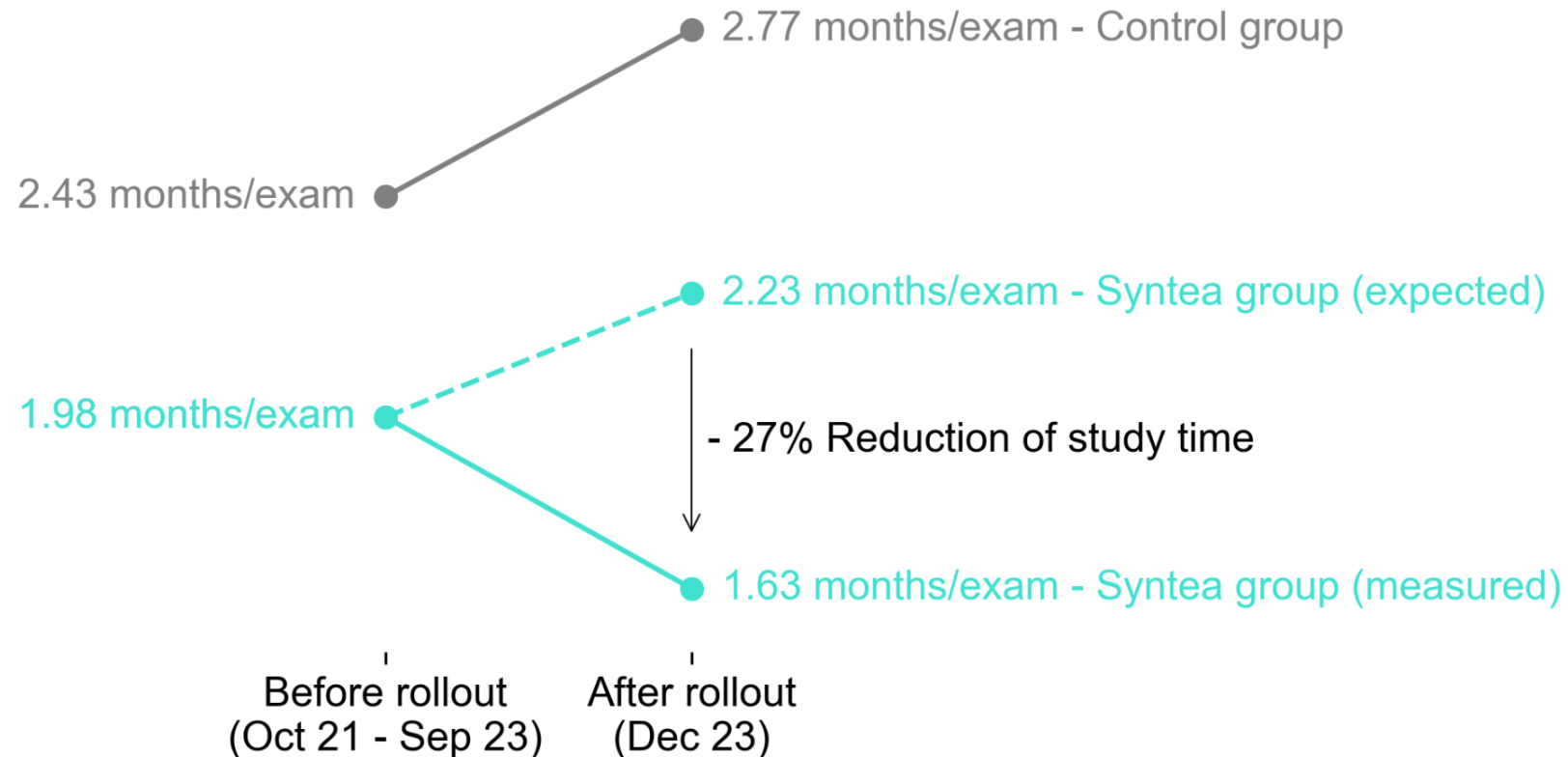


DER SPIEGEL

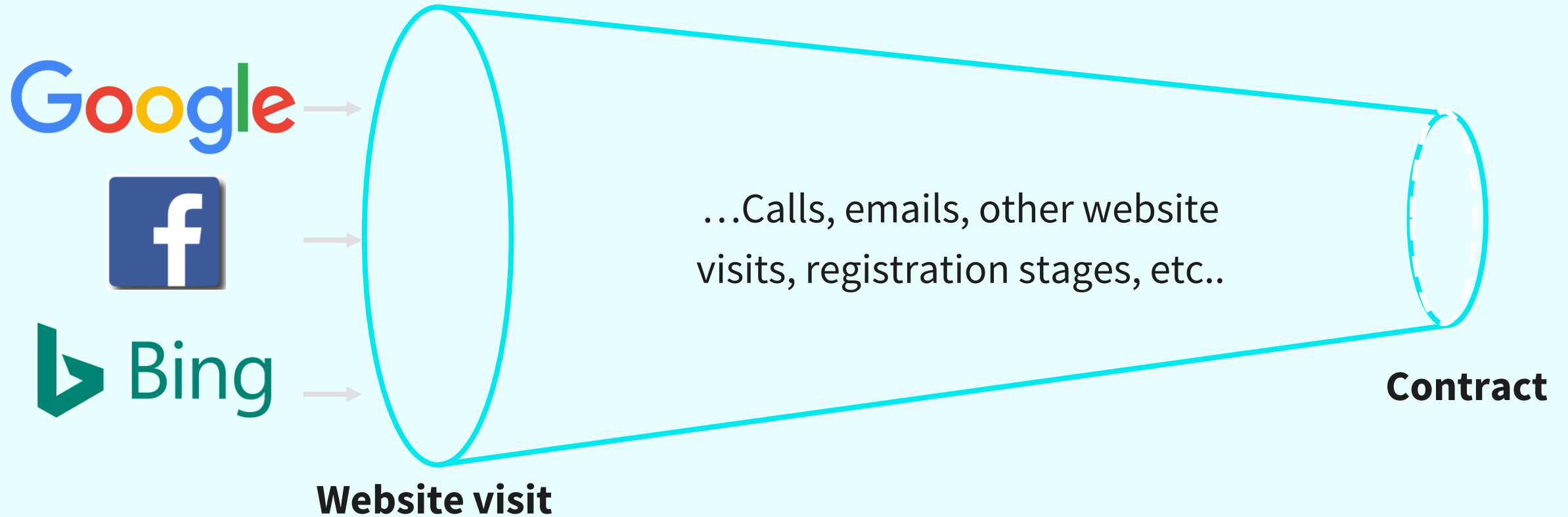


SYNTEA BRINGS TANGIBLE BENEFITS OF AI TO STUDENTS: 27% OF REGISTERED SPEED-UP

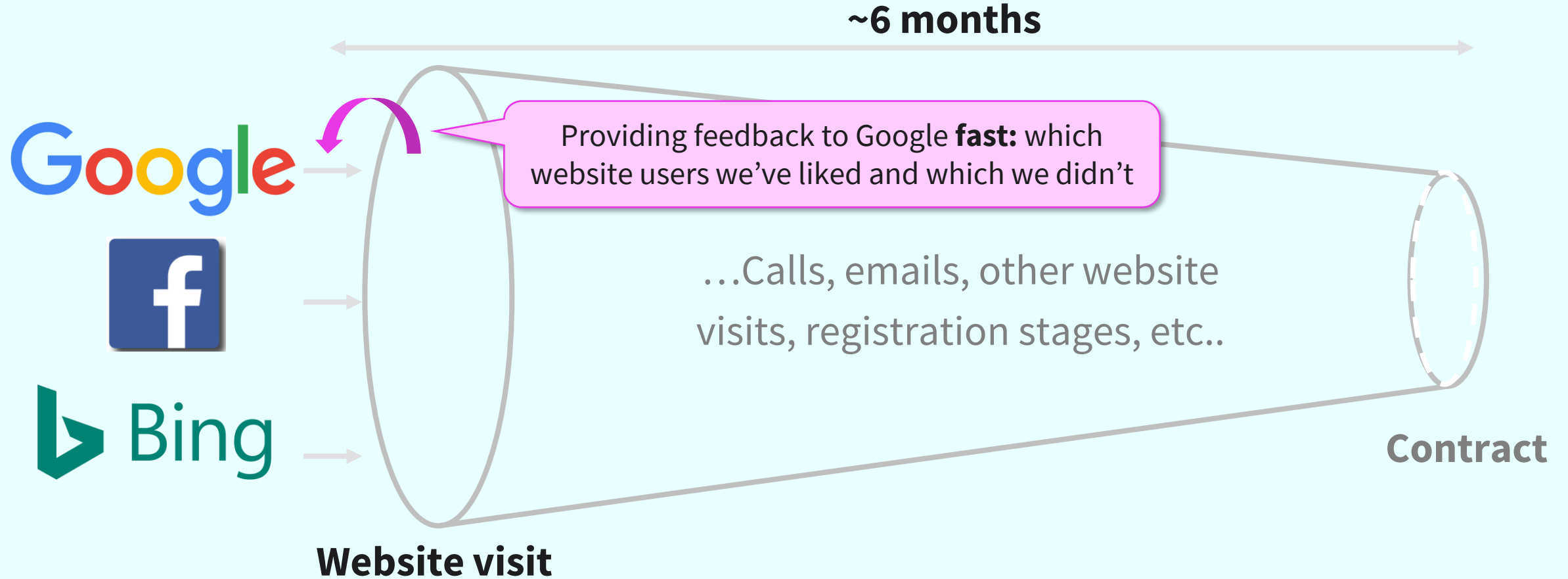
Average study durations before and after Syntea rollout



FOCUS ON SALES AREA IS JUSTIFIED BY DIRECT MONETIZATION POTENTIAL



LONG LEAD TIMES IS ONE OF THE BIG PROBLEMS SOLVED BY D(CVP) PROJECT



DCVP PROJECT BRINGS AROUND **XX% PROFIT INCREASE**



Description

- **Combined CRM and website data** to enhance conversion predictions
- **Feedback conversion signals to Google** for quality traffic



Pitfalls

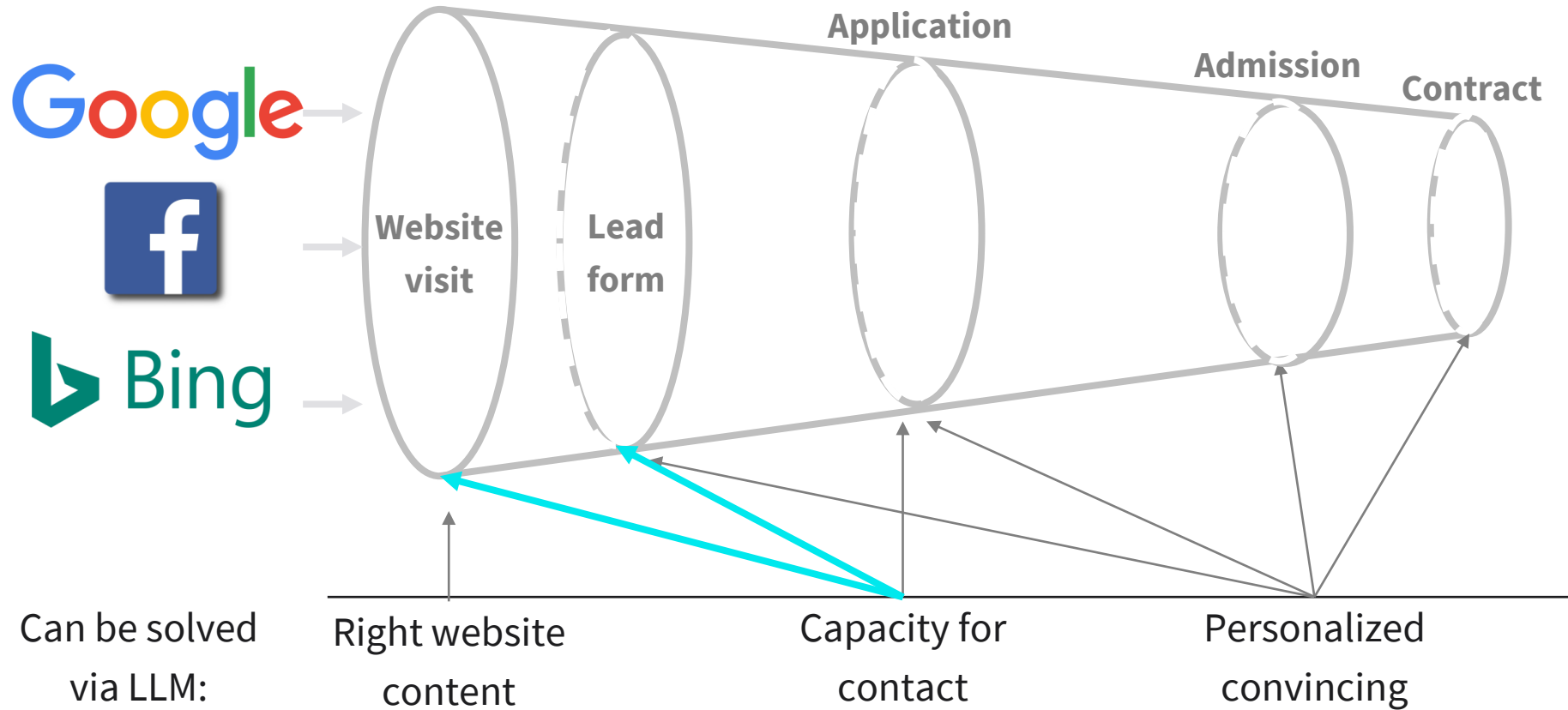
- Approach requires a **stable data platform**
- Not as straightforward to **scale** between units
- High business CAGR means **poor data quality**



Impact

- **AA% revenue increase** with B% of incremental cost
- **Day-over-day stability** of traffic volume remains a concern

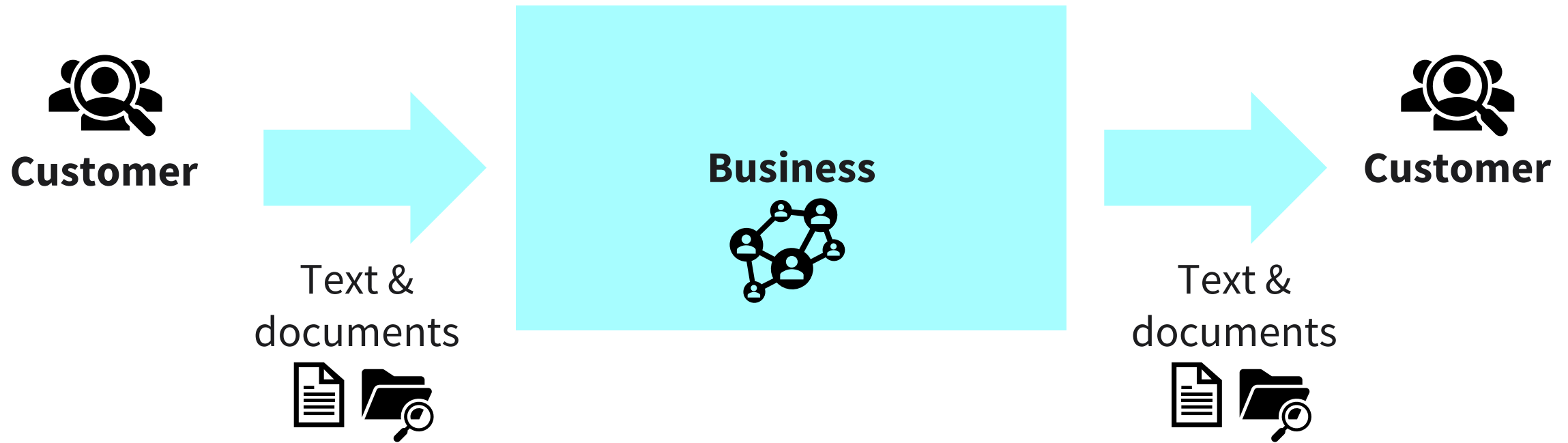
NLP OPENS UP A LOT OF POSSIBILITIES IN REDESIGNING THE DOMAIN, WITH EXPLORE & EXPLOIT BALANCE



Current status

- Achieved a **X% increase in sales** via the website bot implementation
- Encountered integration challenges between LLM platform and front-end systems
- Faced data protection and privacy compliance hurdles
- Variety of options for exploit-style incremental improvement & radicality level for 'explore' remains a challenge

THERE IS A SIMPLE TEST FOR THE POSSIBLE LEVEL OF ASPIRATION TO AI AUTOMATION FOR A PART OF BUSINESS



If your part of the business can be described like the scheme above, there is a potential for E2E automation based on the recent AI technological development.

Is it worth it?

TEACH EACH TEAM TO PROMPT, AND THEY WOULD SAVE THEIR TIME



**‘GPT workshops’:
open call for
enthusiast teams**

- ‘Tell us what are the most time-consuming tasks of your team’
- Yes / No / Maybe category for each task type
- Quick prototype with LLM & live advice how to improve it



Pitfalls

- Only half of the teams followed through with the continuous improvement
- Data & interface integration limits potential efficiency upside
- People are afraid of change & are unlikely to take an opportunity of bigger redesigns



Examples

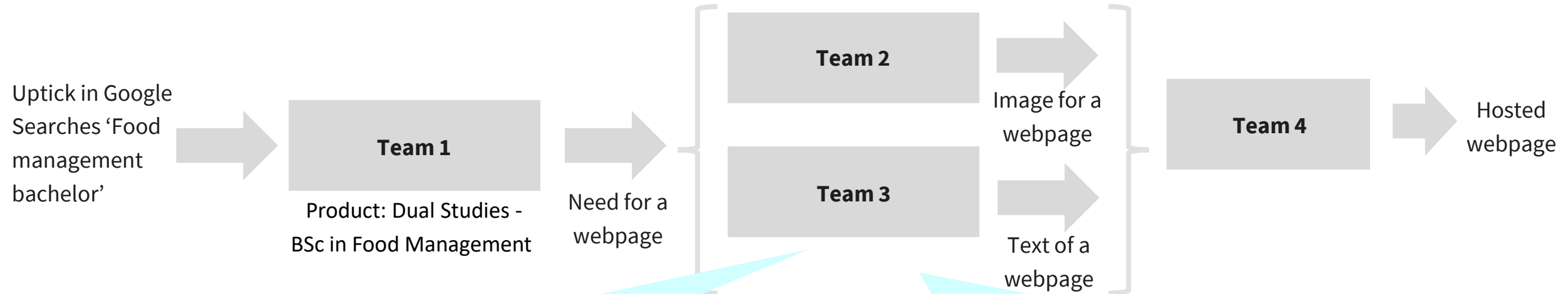
- Recruiting team: A%, job description generation
- Academic platform analytics: BB%, customer feedback; CC% - teacher feedback
- Market research: D%, competitor & trend analytics; EE%, new product ideation
- Rector office: F%, partnership proposal generation



Impact

- The teams that have followed through (25 teams) have reported XX% of efficiency achieved with potential of 2*XX% in case of integrations
- *Bigger projects identified (continued)*

IN THE PROCESS OF THE WORKSHOPS, IT IS EASY TO SPOT PARTS OF BUSINESS FOR THE TARGETED E2E REDESIGN



Average efficiency achieved by the texter team is over 50%

Category	IU Magazine Article	Translations	LP Texts	SEO LP Texts	FU Mailings	Transcription	Roll Outs
Efficiency achieved	..%	..%	..%	..%	..%	..%	..%

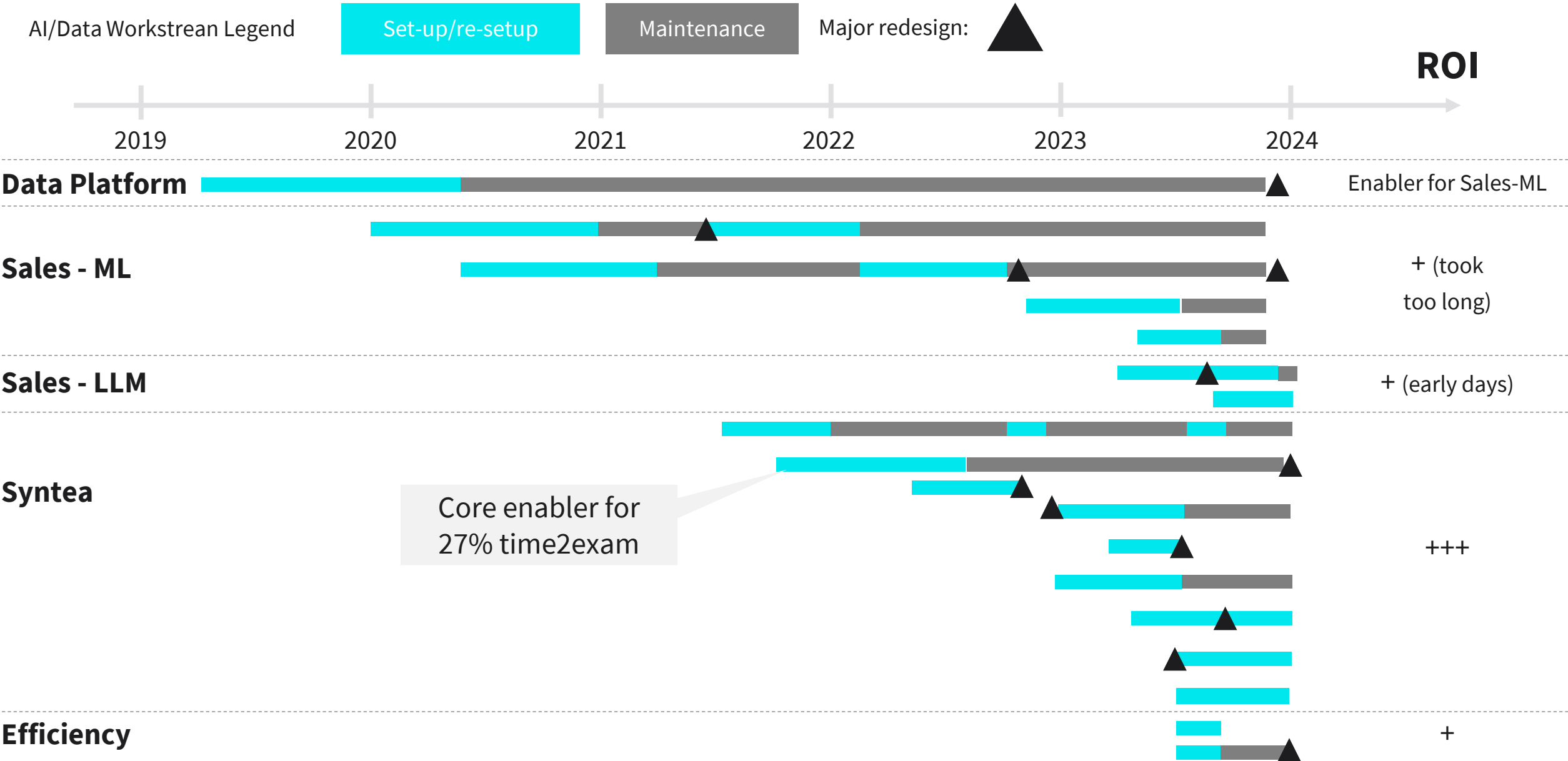
The team have not believed that GPT-created text is liked by users

- Ran A/B tests across 4 different pages
- In one webpage, GPT was statistically significantly better than human option (in explaining who we are and what we do)
- In 3 tests, no significant difference from human option

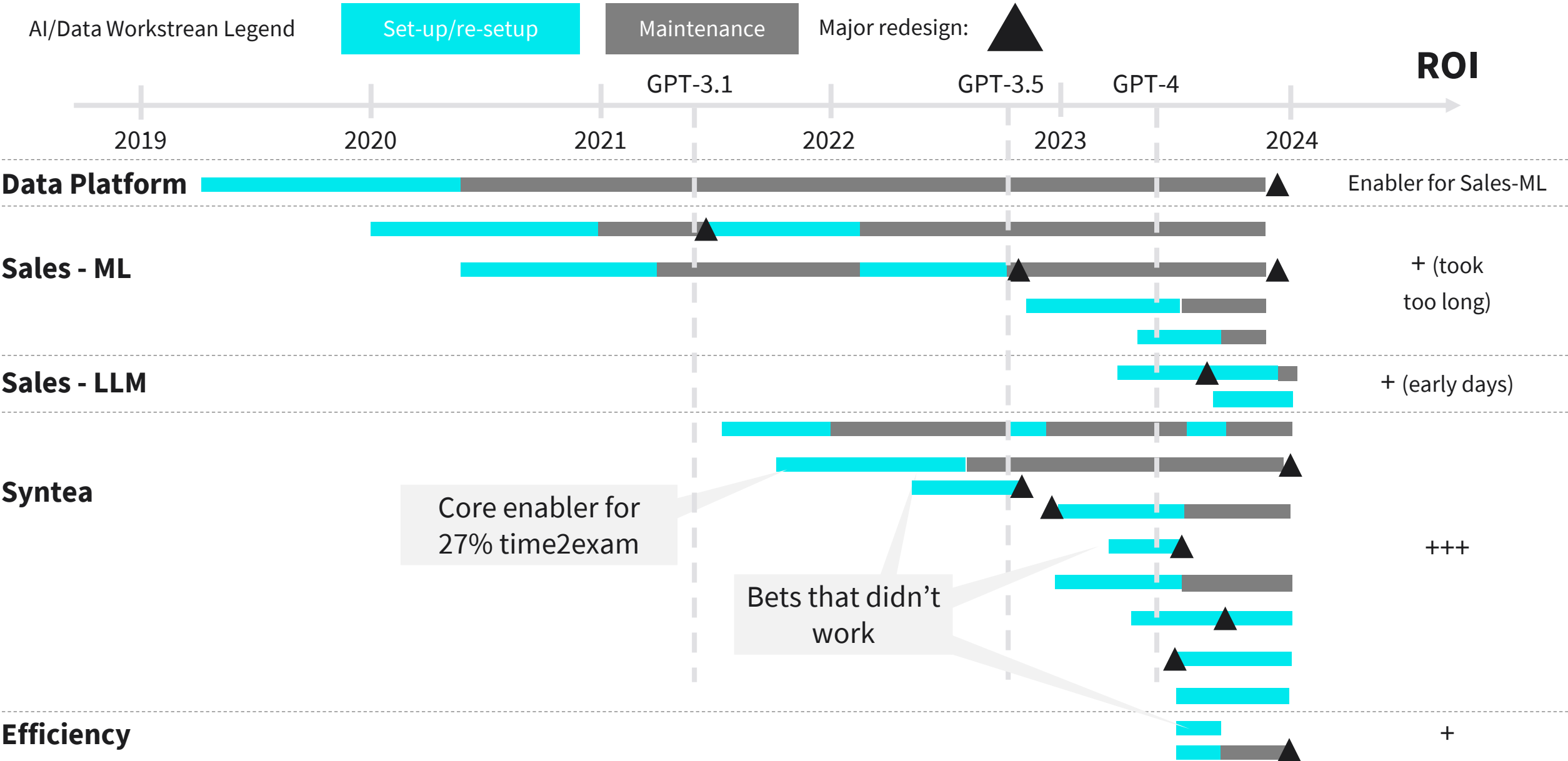


The process is **automatable end-to-end** with the **potential of revenue increase by XX-XXX %**

BE READY FOR LONG RESEARCH TIMES



BE READY FOR LONG RESEARCH TIMES & FREQUENT REVIEWS **iu** GROUP



BUILDING THE TEAM & TIME HORIZONS



DO'S

- Start small
- Scale investment with the signs of traction
- Do long-term bets: they help
 - hire the right people, future-proofing business against future tech shocks
 - excite existing teams with vision
- Be a disruptor, not disrupted
- Promote the change & role-model it!



DONT'S

- Do not short-staff software engineering enablement
- Do not put time pressure on research teams: plan your backlog ahead
- Do not leave the communication layer (aka Product Owners) of AI team short-staffed

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THANK YOU

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