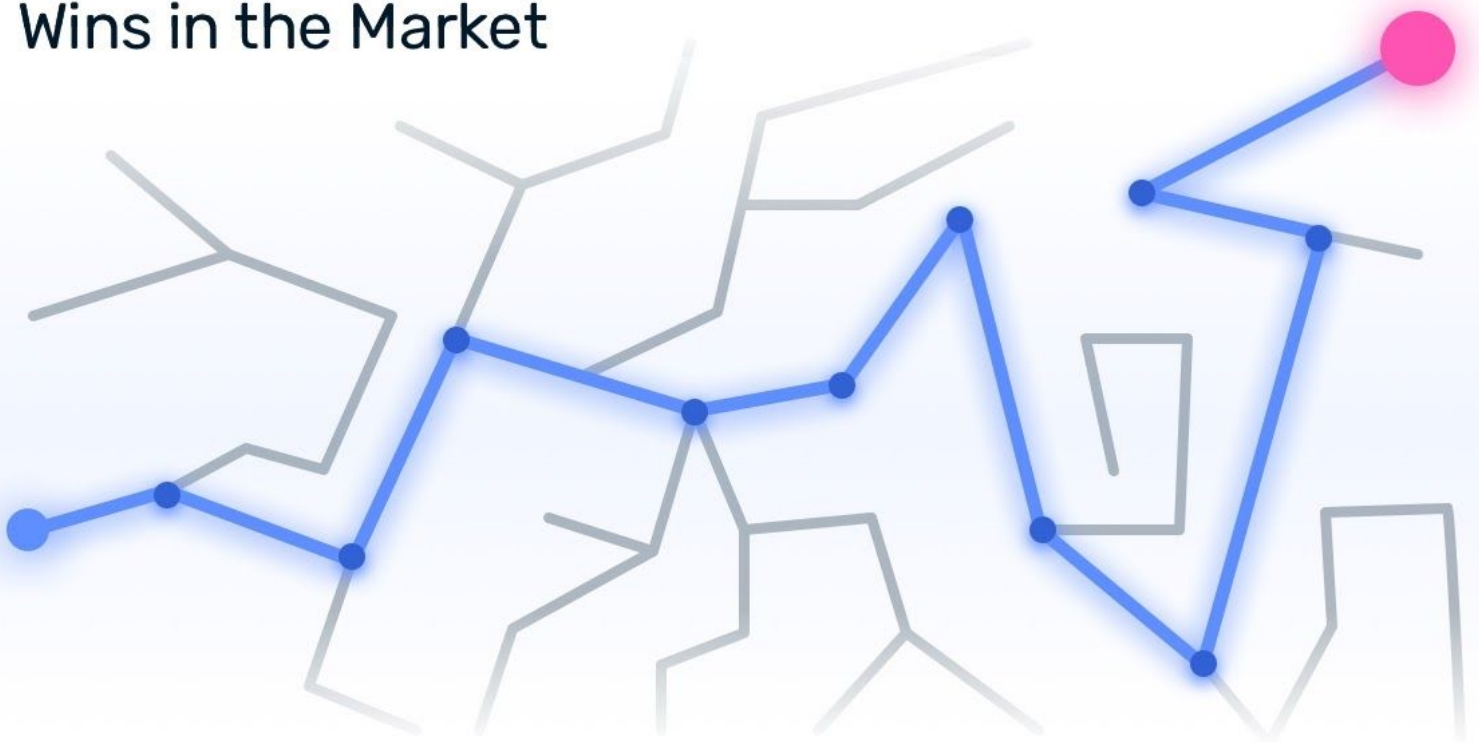




Thrive in AI disruption

AI Product Development Roadmap

A Step-by-Step Guide to Create an AI Product or Service that Wins in the Market



| by Daniel Faggella

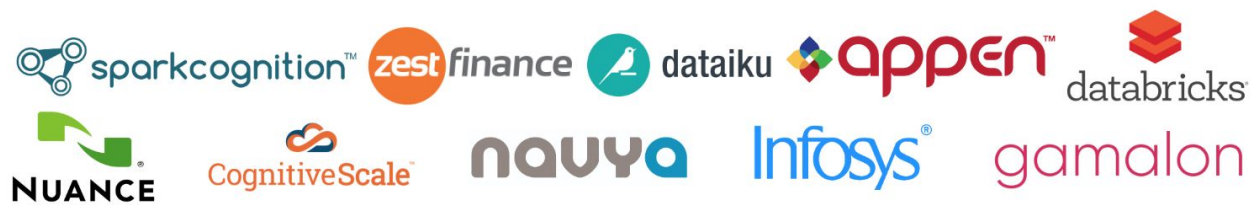
About Emerj

At Emerj Artificial Intelligence Research, we have a singular and powerful focus:

Mapping the applications and implications of AI to help leaders develop winning AI strategies and initiatives.

Companies that thrive in AI disruption run on more than just ideas. They leverage data and research on the AI applications delivering return in their industry today and the AI capabilities that unlock true competitive advantage into the future.

Leaders in banking, finance, and government trust Emerj to cut through the artificial intelligence hype, leverage proven best-practices, and make data-backed decisions about mission-critical priorities.



AI Product Develop Roadmap Service

The Emerj AI Product Development Roadmap solves three specific problems:

- Determining AI products or solutions with the highest potential ROI (win revenue)
- Determining AI product beachheads for competitive advantage (capture market share)
- Determine what products and features directly serve customer need (product-market fit)

We begin with a detailed assessment of our client's product development goals, their AI capabilities, and their industry experience and connections.

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Introduction

Developing an AI product is difficult. Not only does one have to struggle with the issues of integrating and using AI, but you have to do so in a way that satisfies customers. Working with AI in business comes with its own challenges, such as building an accessible data stack and a reliable data science team.

Some companies may need to overhaul their entire data infrastructure as well as the talent mix on their teams. Your AI product may give your company several advantages. These include:

- Providing accurate and actionable insights from your enterprise data
- Making data more accessible across multiple departments and making it easier to read with clear visualizations and dashboards
- Facilitating managerial tasks by increasing network capabilities

At Emerj, we've worked with dozens of AI startups and established companies working on AI projects. We have interviewed hundreds of AI companies about what they learned during their time in development.

Our approach is to avoid the mistakes we've seen companies make willing developing an AI product and use previously successful projects as a throughline for each step in the process.

In this guide, we break down the critical frameworks that we use to help companies develop AI products that succeed in the market. You can reliably use these frameworks to develop a winning long-term marketing strategy along with near-term development goals to help you get there.

Table of Contents

1. Product Development: Winning in the Long-Term and Near-Term
2. Scoring the AI Product Development Landscape
3. Building Your Product Development Roadmap

We begin this guide with an explanation of how to consider both near-term and long-term success with developing AI products.



Part 1. Product Development: Winning in the Near-Term and Long-Term

We advise our clients to think about developing their product in the short-term in order to work towards long-term goals. Asking the following questions during the product development stage will help generate the best decisions for AI product development.

Each short-term idea should be seen as a step towards attaining a long-term goal.

Long-Term AI Product Ideas

Ask “Where is My Industry Ultimately Going and Who Will Ultimately Win?”

When our clients are brainstorming long-term AI product ideas, we recommend they consider the future environment of their business sector. The most important factors to consider are what the most successful initiatives are, and which types of data will be most important to making that possible. This could be considered a proposed explanation of who you think will “win” in the future of your business sector.

- A CRM vendor for high-touch sales might speculate that allowing sales teams to see a visual map of an organizational chart would be most mission critical to improving sales results in the years ahead. This could enable them to more quickly prioritize the right targets within that organization chart in order to save time. Additionally, these visual maps could help them take the right steps to ensure they close the sale.
- A hospital or healthcare network may suppose that the leading healthcare companies of the future will have access to automated electronic medical records (EMRs) systems. These systems offer medical transcription via AI voice recognition and automated coding of injuries and illnesses according to their classification. In the future they could automatically update and save new records to the network’s database, and separate individual fields within the records to save as individual data points.

Ask: “How Will These Future Winners Move Forward Into the Future?”

This question is designed to answer where you think your sector is moving in the long term. The “winners” of the future will be those who can take the most data points into their software that are relevant to the most important success factors. The more relevant data added to a machine learning module the better a module can become, thus it is important for a company to identify which data they want to be collecting as early as possible.

- For the CRM vendor, the company that knows when the sales agent made a phone call and what they talked about will be the winner. The company that can find the right ways



to take in and utilize data most effectively will be the one that can best prompt salespeople about the next best step.

- For the healthcare network, the company with the fastest transcriptions and deliverance of EMR data across providers will win. Those companies will have an even stronger advantage if they can automate requests for specific details about patients without the need of providing their entire record.

Ask: “How Will AI Enable These Future Market Winners?”

Once you have established where you think your business sector is heading in the future, you can begin to consider how AI can help future leaders move in that direction. This involves collecting the most important types of data for the business areas you have already supposed to be the source of the most future success.

- For the B2B CRM vendor, this could be an AI application for predicting the lead score of various people within an organizational chart they are working with. It might use data from the organizational chart to suggest next actions for the sales agent. It could also utilize historical data involving selling to similar accounts and then suggest actions based on that. The vendor could see this as AI helping clients discern when and how to reach out to potential buyers.
- For the healthcare company, this would likely be an automated EMR application that is compatible with multiple interfaces so that the information is accessible no matter where patients go for care. It would be equipped with voice recognition technology and would require live recording data of healthcare providers speaking medical notes into a microphone.

Ask: “What Aspects of My Product Would Make it so Customers Would Never Buy From Anyone Else? What Data Can Get Us There?”

Now that you have brainstormed the data necessary to enable customers who will go on to be leaders in their own sectors, it is time to consider other selling factors of your product. These include price, features, quality, experience, and the value your product offers. Before brainstorming on new additions, consider which of these aspects would make it so that customers would not want to buy from anyone else. It is important to find a balance between these aspects when considering ideas for the long term.

Consider the data that will allow you to deliver that product to your customer base. This will usually be the same types of data that you have already brainstormed future leaders will use to drive customer satisfaction. The capability to incorporate the most important types of data customers will need to use in the future may play an important role in the success of your product.



For example, AI vendors could help businesses in the HVAC industry deliver the best possible product in terms of price, features, experience, and value by using energy and sustainability data from past buildings their clients have worked on. Identifying that energy and sustainability data before anyone else is the race toward what we call “data dominance.”

Suppose Amazon were brainstorming how to establish data dominance. They might come to the conclusion that they want more quality products to offer. They want to be able to recommend the best products to their customers, have the best search function, and to deliver items to customers faster. AI plays a role in all three of those areas. It may not help them directly recruit more customers, but it helps potential customers find what they are looking for faster and with logistics and delivery.

When these questions are answered well, a company can collect the right data to make their product better than their competitors. When their product is better, they are able to keep collecting more data, which raises sales and thus generates more data and positive change in their product. This type of snowballing effect is called “Data Dominance, and it’s exactly how Amazon has better recommendations than its competitors. Amazon has the data dominance to always get more purchases.

Near-Term AI Product Ideas

Ask: “Where Can AI Capabilities Deliver More of What Clients Want?”

An effective way of brainstorming near-term ideas for AI products is to consider what your business already offers to clients or customers and how AI can deliver more of it.

- For a fashion eCommerce store, this may mean a wider variety of products or better recommendations.
- Banks may use AI to implement facial recognition as an authentication option for their customers in lieu of a pin number.
- A trucking and fulfillment company might want to use AI to provide more accurate arrival dates.

Ask: “Where Can AI Fit Into the Core Initiatives of My Company?”

Another way to think about near-term ideas is to focus on the core initiatives of your company as a whole and identifying which of them are compatible with AI. This framing can help you get a wider view of where AI can be applied so that you can focus on areas where it would be most beneficial.



For this exercise, we use the example of a software company that sells paperwork and workflow management solutions to insurance companies. This involves creating an organized dashboard for completing paperwork and emailing it to all necessary people. This company would then ask themselves, “Where can AI fit in?”

One possible answer to this question is that there might be a way for AI to detect user activities and prompt them with a recommendation. This could be a simple recommendation of a next best step or it could link to learning materials to help the user better understand the software.

Additionally, the AI application could be made to source data from client’s network about how the software is being used. This would allow it to scan for user error or any struggling employees. These types of automated prompts could form a robust feedback process that helps internal teams refine and improve the AI product. The prompts not only relate to the product, but also to existing business initiatives.

It is easier for larger companies to leverage AI in areas that their management has already approved of. If they understand that this type of innovation is happening within a business area that is already successful, it will be easier for them to invest in the required AI technology. Within larger companies this allows the company to permit AI investment without going directly against the grain of existing company priorities.

Existing business priorities are usually well thought out and revised over long periods of time, and there is no need to try and reinvent them when proposing an AI project. Instead, it is more effective to focus on how AI can enhance core initiatives and provide a better customer experience.

The Connection from Short-Term to Long-Term:

Drawing a Straight Line Between Your Short Term and Long-term Development Efforts

Connecting your short-term goals to your long term goals is perhaps the most important part of brainstorming new product ideas.

This will help you find a clear throughline showing how each short term project will push your company closer to achieving its long-term goals in AI. The easiest way is to start with listing all of your long-term goals, and then listing short-term product ideas that might help the company move toward those long-term goals.

Ideally, the near-term products will put your company on track to succeed more in the future. Consider every possible way you could implement AI that furthers these long-term goals, and try to add as much detail as possible. Companies should be able to see a direct connection between what they are accomplishing in the short-term and where they want to be in the future in terms of market success.



Each short-term idea will likely require a fraction of the data required to achieve a long-term goal. It is important to consider exactly which types of data enable each idea. Gathering this data for both a short-term and long-term goal would drive efficiency in your AI initiatives simultaneously. At this stage, companies should be able to articulate how they can achieve their long-term goals and how their ideas for more immediate products helps them do this.

Building Core Capabilities

All of these brainstormed AI initiatives would undoubtedly help your company build core capabilities that facilitate more efficient work with AI applications. It is important to understand that gaining experience with AI is a benefit alone. Companies could gain experience in AI by starting small and only learning the skills needed to create AI even if the product does not generate a lot of revenue immediately.

The following are critical capabilities for any AI initiative:

- **Data Infrastructure:** Creating a clean and accessible data stack that can be used for Data science projects and training machine learning models.
- **Data Science Talent:** Hiring a data science team with the skills to facilitate short-term projects and ensure movement towards long-term success.
- **Project Team Construction and Team Dynamics:** How to get subject matter experts and data scientists to work together in functional AI teams.
- **Building Towards Data Dominance:** Thinking about the proprietary data necessary to pull in clients and thus more data.

Your short-term and long-term plans should be reviewed annually in order to ensure they still make sense together. Many companies will be limited if they only think of AI as a means to an immediate financial end. But AI is an entire paradigm shift that will help companies succeed in the future if they can establish these core AI capabilities.

Part 2. Scoring the AI Product Development Landscape

As you develop a suite of long-term AI product and innovation ideas, and pair them with a variety of near-term AI product ideas, you'll need a framework to determine which near-term ideas are the best fit for your goals.



Our AI Product Development Roadmap process uses five unique scores, each of which can be applied to any near-term AI product idea. While the scoring criteria occasionally vary from client to client, the scores below should serve as useful defaults for developing relative ratings for AI products and projects.

Internal Skill Sets and Expertise

Ask: “What are We good At?”

We encourage clients to generally focus on business processes and functions (i.e. email marketing, brick-and-mortar fashion retail display, international shipping logistics, construction materials, mobile shopping experiences, accounting and forecasting, etc).

For any AI product idea, score your own level of expertise in that functional business area on the following scale:

- 0 - No skill at all
- 1 - An rough understanding
- 2 - Familiarity with the process in concept and context, but not hands-on application
- 3 - Hands-on familiarity with the process area, but not mastery
- 4 - Deep subject-matter mastery (top 5% of skill among professionals in your field)

The Internal Skill Sets and Expertise score is scored by you, based on your own estimates.

Internal Connections and Network

Ask: “Who Knows Us and Trusts Us?”

We encourage clients to generally focus on industries (auto insurance, lumber retailers, etc), departments (accounting departments, compliance department, etc), and titles (CEOs, heads of sales, etc).

For any AI product idea, score your own level of connections and network on the following scale:

- 0 - Zero connections
- 1 - Could get in touch with people through existing connections, but no direct connection
- 2 - Connected to buyers in a related industry or function
- 3 - Connected to buyers in that industry or function, but not deeply embedded
- 4 - Deeply embedded with buyers in that industry or function

The Internal Connections and Network score is scored by you, based on your own estimates.



Relative Market Size

Ask: “What is the Total Value For Solutions to Solving X Problem?”

While our research services clients sometimes work with Emerj to do accurate market size estimates, most market size estimates will be gleaned from a combination of:

- Professional intuition (which is only to be trusted if you have robust experience in this sector or function).
- Secondary data about the sector or function.
- Primary market research data from professionals and leaders in that sector or function.

Note that the 1-4 score is relative to the evidence of market size. This means that you will likely need to estimate the market size of three to five AI product ideas before having a sense of what a “4” is, and what a “1” is. The important lesson is to know what market sizes are larger and smaller, not necessarily to land on a specific number.

While it is possible to base Relative Market Size on professional intuition alone, we do not advise clients to do so.

For any AI product idea, score relative market size on the following scale:

- 0 - No evidence of market size
- 1 - Lowest evidence of market size
- 2 - Lower-middle
- 3 - Upper-middle
- 4 - Highest evidence of market size

Relative Market Need

Ask: “How Much Are Existing Buyers Explicitly Looking for This Kind of Solution?”

Ask: “How Keen is the Pain That We Are Explicitly Trying to Solve With This Solution?”

This is a relative score.

For any AI product idea, score relative market need on the following scale:

- 0 - No evidence of market need
- 1 - Lowest evidence of market need



- 2 - Lower-middle
- 3 - Upper-middle
- 4 - Highest evidence of market need

Note that the 1-4 score is relative to the evidence of market need. This means that you will likely need to estimate the market need of three to five AI product ideas before having a sense of what a “4” is, and what a “1” is.

The Relative Market Need score is determined from professional intuition, secondary research, and primary research interviews.

While it is possible to base Relative Market Need on professional intuition alone, we do not advise clients to do so.

Relative Competitiveness

Ask: “How Many Other Companies (AI or Not AI) Are Trying to Satisfy the Same Customer Need?”

For this exercise, we are examining the level of direct (vendors that sell the same kind of product to the same buyer) indirect (vendors or solutions that satisfy the customer’s need in a different way) competition.

This score is based on the following two factors.

- Number of companies aiming to satisfy this specific customer need.
- The relative maturity of the companies aiming to satisfy this specific customer need.

For any AI product idea, score your own level of connections and network on the following scale:

- 0 - Highest level of competitive solutions (in terms of problems solved, product features and benefits)
- 1 - Upper-middle
- 2 - Lower-middle
- 3 - Lowest level of competitive solutions (in terms of problems solved, product features and benefits)
- 4 - Little to no evidence of competition

The 1-4 score is relative to the competitive landscape. In a space of relatively high competition, having three direct competitors and two indirect competitors might be a score of 1 or 2, while in a relatively low competition space, it might be a score of 4. The objective here is to provide a relative range to score AI product ideas.



Note that the Relative Competitiveness score scores “Little to no evidence of competition” high. This is because low competition spaces are more desirable. As with the rest of the scores in AI Product Development Roadmap, the goal is to find high score opportunities.

The Relative Competitiveness score is determined from professional intuition, secondary research, and primary research interviews.

While it is possible to base Relative Competitiveness on professional intuition alone, we do not advise clients to do so.

Part 3. Building Your Product Development Roadmap

Once you have brainstormed your product development ideas and comparatively scored these ideas using our system from the previous section, you can select which long-term AI advantages to aim for as a company. Additionally, you can now decide which short-term AI projects or products you will develop in order to obtain a short-term ROI and help us reach those long-term advantages.

It’s critical to keep the future competitiveness of your company in mind as you go through this exercise. AI is a long-term investment, a new set of skills, and a new way of doing business. Because of this, the ROI of your first AI product may not be the immediate financial return of that product.

Monetary gain is still something to aim for and try to ensure, but the initial ROI will still include development of the skills and technologies that serve as the foundation of AI competence. It is very hard to invest money into something without an immediate financial return unless we understand that we are building towards long-term advantages. These include such critical capabilities as building data infrastructure, hiring data science talent, forming strong teams, and establishing data dominance.

The next step is to determine the long-term AI advantages you want to gain based on the previous exercise, and then to identify the AI related initiatives you should be starting now. Keep in mind that these initiatives may not be able to guarantee an immediate ROI, but can offer a chance to build core capabilities that will build toward our advantage. This should give your company the motivation to press forward and develop AI as a part of how you satisfy your customers.

Determining the best long-term advantages in AI is a process that varies depending on the size of business you have. We have listed three relative size categories that your business could fit into below:



- **Established Enterprise:** Companies founded well before they ever considered AI. A well established company where AI is not a core part of processes or products.
- **Established Small Business (SMB):** A smaller business established well before AI was ever used in the backend to help internal teams or the frontend to help satisfy customers.
- **AI AI Startup:** A company built with the idea in mind that AI would be how it would serve its customers better than the competition.

With your AI products and initiatives scored, you could simply move forward with your best few near-term ideas. That said, it is more beneficial to think about the size of your company and decide which initiatives to start based on that.

We provide some recommendations on how to think about the relative value of these scores based on company size.

Recommendations for Established Enterprises

Established enterprises should be looking for a sweet spot between their own abilities and the market need and size. Competition is still a factor, but it is less of a concern here because of the high amounts of funds, experts, and connections to customers in your business sector. Enterprises need to focus on their core capabilities and how they might fulfill the current market need.

Additionally, you should emphasize the market size and how much of it your new product might be able to satisfy. As an enterprise, it makes sense to primarily focus on ways to enhance and augment your existing offerings. While it is possible for an established enterprise to develop an entirely new AI product separate from their core competency, it is generally not advisable to do so.

It is more advisable to extend your existing product suite. You have thousands of customers who know how you can help them. Use that branding to enhance the value you are known for with AI.

It is possible to spin out an entirely new company that is disconnected from your current business initiatives, but it is ill advised. This is because you are not going to have the momentum and agility to become a completely new company the way an AI startup might. However, you will have existing expertise and connections within your company, and so it is more advisable to play to your strengths as an enterprise than to split off for unrelated initiatives.

- If you are selling point-of-sale software for high-frequency retail, you will want to focus on potential customers in large retail areas such as department stores, grocery stores, and businesses with numerous mall locations and standalone stores.



Scores by Order of Importance

- 1. Expertise and Connections Scores:** These are the most important for established enterprises because they enable more options for how to move forward with AI initiatives. Enterprises should keep in mind that they should not be as concerned about competition because of their access to experts and other important business connections.
- 2. Market Size and Need Scores:** The next most important scores are for market size and need. Enterprises should consider just how many people or businesses will need the product and how they can satisfy as many of them as possible.
- 3. Competitiveness:** Competition is least important for enterprises in that they have enough funds and customer connections to be able to focus on other areas in more depth. While it is important to keep the intentions of competitors in mind, enterprises should make sure they have a good understanding of the market size and market need first.

Strengths of an Established Enterprise

- Existing funds, connections, and expertise
- The ability to pounce on the biggest market size problems which can drive long-term competitiveness

Weaknesses of an Established Enterprise

- You are relatively locked into serving who you already serve
- The inability to steer the entire company around AI-focused market need

Recommendations for Established Small Businesses (SMBs)

The most important recommendation we can give to small businesses is to focus on the market need and finding the sweet spot within it that overlaps with your own skills and connections. It is unlikely that you would be able to take advantage of an extremely large market size opportunity because you don't have the access to the same amount of funds as enterprises that could take on that risk.

Instead, it is more advisable to think in the short-term and to focus on the most needed AI products in your sector. SMBs should also focus on competition because you will be trying to outspend competitors and still rely on monetary ROI from your product. Small businesses should work on finding market need opportunities in lower competition and which fit well with your existing skills.

SMBs will more than likely never branch out into an entirely new AI startup. It is extremely ill advised for a company that does not have enterprise level funds to spin out an entirely new



entity. Instead, these companies are almost guaranteed to be enhancing or augmenting the kind of value they already deliver.

- A financial risk-management software company may target crowdfunding businesses or smaller payment processors such as Patreon or Stripe who need accurate fraud detection for their types of payment that may not be as well protected as others.

Scores by Order of Importance

1. Expertise, Connections, and Market Need: These three are most important for SMBs when considered in concert with each other. A company's expertise and connections are going to be their most important tools for beginning to leverage AI in their products. Similarly, the observed market need will serve as a map for where to focus that expertise and those connections to build a product that will sell.
2. Competitiveness: SMBs still need to consider competition as they do not have access to the funds and potential buy-in customers that enterprises have. Because of this, watch out for areas that have a high market need, but also have stiff competition. These areas may not be the best places to start, and you may need to look for a less competitive space.
3. Market Size: The size of the market is the least important to small businesses because they will be limited by the amount of money they can spend per project. This makes it nearly impossible to capitalize on the biggest opportunities in terms of size and cost. Because of this, it is better to focus on more attainable projects that require less funding and immediate ROI.

Strengths of an SMB:

- Ability to make decisions for company-wide priorities faster than enterprises
- Ability to pivot the business more clearly in the direction of new AI opportunities, compared to slower and more entrenched enterprise players

Weaknesses of an SMB:

- Extremely limited cash flow and AI talent compared to AI startups and large enterprises (this often makes AI product development near impossible for SMBs)
- Necessity to fund experimentations (in product R&D, in marketing) out of limited SMB profits

Recommendations for AI Startups

Market need should be the highest priority for AI startups when considering how to move forward with ideas for AI products and initiatives. As a new company, you need to pay your bills. You will most likely try to do that by getting revenue from your customers, in which case you will need to find a market need that someone is willing to pay for soon. Alternatively, you could attempt to get venture capital funding. The best way to accrue venture capital is to get traction, or customers starting to use and adopt your product. Initial traction based on market need is the most important asset for an AI startup.



Even within a startup, you may have a lot of expertise on your team. While this can help inform your choices, skills and connections are less valuable when your company is new. It is more important to capitalize on the most prominent market needs and derive early revenue and traction from them. Many startups miss out on this because they are focusing on the specific expertise of the first few people to join their team.

AI startups are the most sensitive to competition. You will likely not be looking at the biggest market size segment right away, nor the segment with several well established competitors.

Sometimes the expertise will come directly from your company's founders. Marc Benihoff, for example, had experience with some B2B software at Oracle before founding Salesforce. Jeff Bezos on the other hand had no ecommerce experience prior to Amazon. The real winning factor between these two is finding and taking advantage of a crushing market need. Connections and expertise are always helpful, but ultimately market need is going to be the biggest focus area.

- A company that offers an AI platform for building chatbots may market their product towards business areas that deal with numbers and calculations along with words. This includes customer service, simple inquiries, financial advisory, and mobile banking.
- An AI startup offering automated credit scoring or lending may want to find areas that have a high market need within that sector. An example of this would be providing scores based on alternative data such as social media posts in cases of underbanked customers.

Scores by Order of Importance

1. Market Need: Identifying a product or service that your market is in desperate need of is the most important factor for AI startups to consider when deciding on their first initiatives.
2. Competitiveness: Consider what might be missing from current market offerings and how AI can deliver that on top of services competitors already offer.
3. Market Size, Expertise, and Connections: AI startups tend to lack the level of expertise and connections required to give such a new company an edge over simply providing a better product that fills an important niche. Because of this, they are limited to fulfilling market needs on a smaller scale and thus should not concern themselves with large market size opportunities.

Strengths of an AI startup:

- You can focus just on where market need is strongest. Additionally, you can build connections and expertise around that and transmute it into a much larger long-term advantage.
- Agility to lean into more AI initiatives and explore different business areas that may be able to benefit from your product.



Weaknesses of an AI startup:

- They are unable to focus just on market size, and must focus on market need.
- They are unable to compete toe-to-toe with companies that start with talent, data, and revenue from day one.

Conclusion

It should be noted that none of these rules are intended to be ironclad. Companies should be able to use their own judgment and ingenuity to consider how these scores and other factors should play into which AI initiatives they work towards.

We hope that this framework will provide a useful starting point for ranking, scoring, and assessing AI opportunities to have the best chance of ROI both in the near-term and the long-term.



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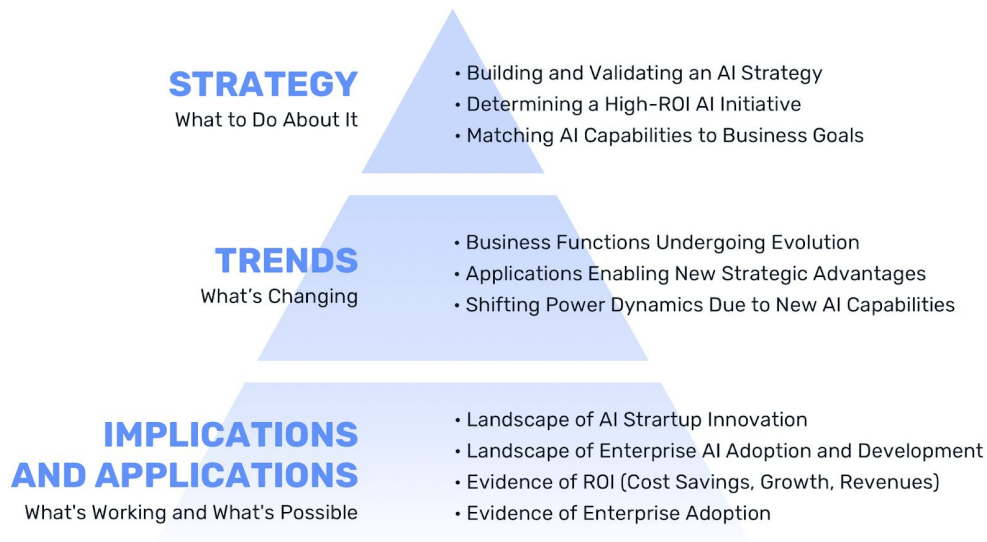
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Emerj Artificial Intelligence Research is where executive leaders turn to understand how AI is impacting their organization or industry – and what to do about it. We're the industry source for authoritative market research and competitive intelligence for the business applications of artificial intelligence.

Our objective, jargon-free research and industry overviews are designed to give executives and decision-makers exactly what they need for competitive insight, informed AI technology procurement and strategic planning around AI.

With a finger on the pulse of academia, Fortune 500s, and the global artificial intelligence startup ecosystem, organizations call upon us for insight and research for their most important AI-related strategic decisions.



Through our [Research Services](#), [AI Capability Maps](#) and [AI Business Strategy Process](#), we help clients win market share and make more profitable decisions – with a firm grounding in the current realities of the AI landscape.

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Daniel Faggella, CEO at Emerj

Called upon by the United Nations, World Bank, INTERPOL, and many global enterprises, Daniel is a globally sought-after expert on the competitive strategy implications of AI for business and government leaders.

Daniel helps organizations navigate the competitive landscape of AI capabilities, determine high-ROI applications that match and organization's strengths, and build AI strategies that win.

In addition to his advisory work with leaders, Daniel has interviewed thousands of AI researchers and founders, and his research and reports are cited by Harvard Business Review, the World Economic Forum, and other leading publications.



Daniel has been devoted to studying the consequences and applications of AI since graduating from UPENN with a master's degree in cognitive science. He lives in Boston.

