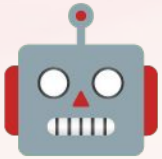


The Great AI Reversal

End of the PRD and the New Rules of Discovery

foto: GenAI

For decades, **we'd do discovery and documentation, then build in increments**. Discovery and writing a document were cheaper – writing code was expensive.


Things are changing.
Fast.

foto: GenAI

AI has flipped the equation upside down.
"Show" is not just better than "tell", now it's faster and cheaper.

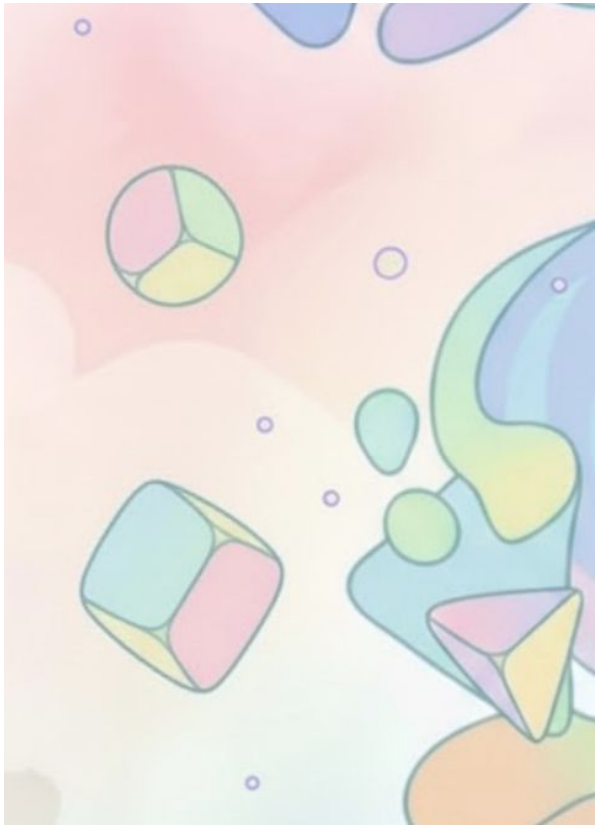


foto: GenAI

We will cover:

- How/Why Product Management is Changing
- Old Math – New Math: Why PRD is dead
- The New Discovery Loop
- Rapid Prototyping (at Scale)
- Some final thoughts and examples
- Q&A

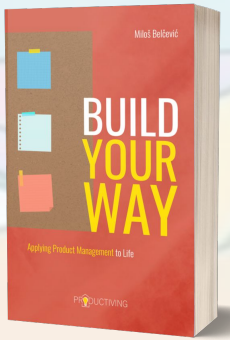
Briefly about me...

Product Expert @ Toptal
Senior PM @ Rewardful

MIT-spinoff startup to global S&P 500 Corporations
10 years in product
Spoke at TEDx and 15+ conferences in 5 countries

Book author (Build Your Way)
PhD Student (optimization and analytics)
Learner & Mentor

foto: priv.archive + GenAI



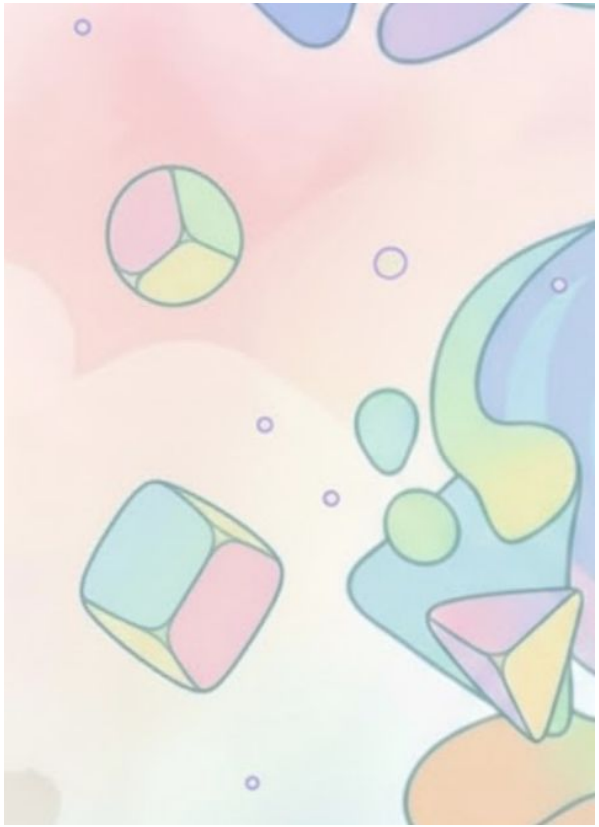


foto: GenAI

- **How/Why Product Management is Changing**
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foto: GenAI

How/Why Product Management is Changing

Higher expectations, fewer resources

Transition **from coordination to execution & ownership**

Easier, faster, cheaper to build

Market requires speed (faster iterations, leaner teams)

Organizations want **PMs who execute**

The rise of **solo builders, indie hackers & solopreneurs**

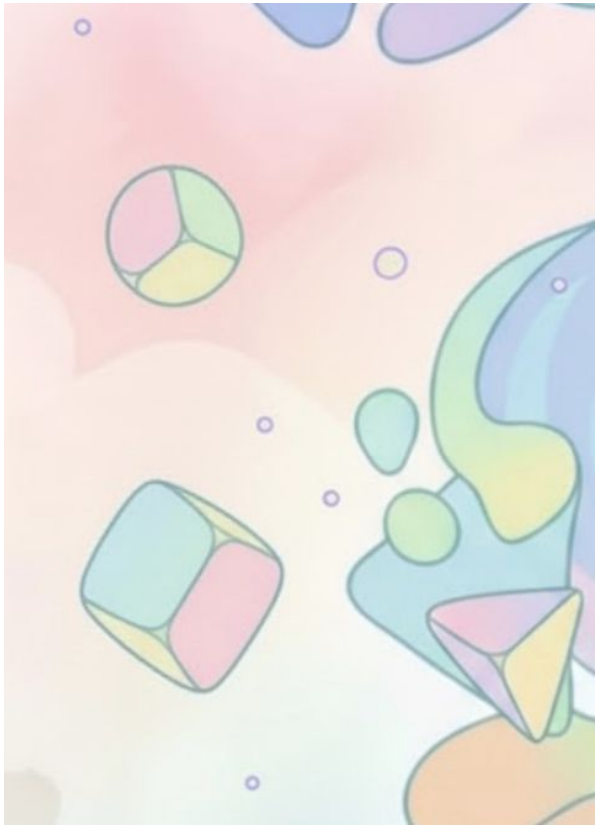

foto: GenAI

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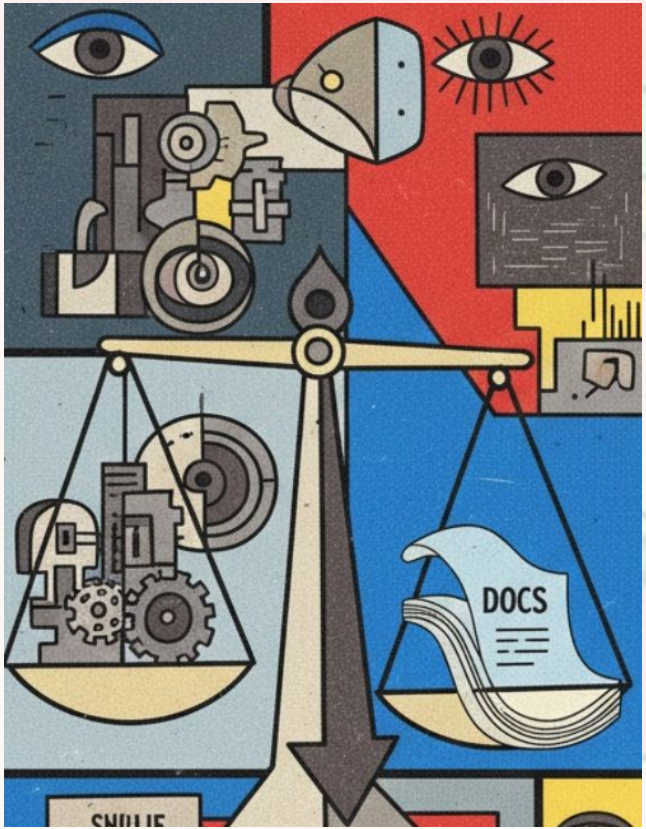

foto: GenAI

Value Efficiency Score

$$S = \frac{V}{C + T}$$

S = Value Efficiency Score
V = Value (Utility, impact)
C = Cost (Resource Expenditure)
T = Time (Duration to Create)

Old Math: The High Friction Era

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Level	Value (V)	Cost (C)	Time (T)
High	10	10	10
Medium	5	5	5
Small / Low	2	2	2

$$S_{code(old)} = \frac{10}{10 + 10} = \mathbf{0.50}$$

Code: High Value (10), Expensive (10), Slow (10)

$$S_{docs(old)} = \frac{5}{2 + 2} = \mathbf{1.25}$$

Docs: Medium Value (5), Low Cost (2), Fast Time (2)

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Documents scored 2.5x higher on value efficiency

New Math: The (Gen)AI-Powered Era

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$$S_{code(new)} = \frac{10}{2 + 2} = \mathbf{2.50}$$

Code: High Value (10), *Low Cost (2), Fast Time (2)*

$$S_{docs(old)} = \frac{5}{2+2} = \mathbf{1.25}$$

$$S_{code(new)} = \frac{10}{2+2} = \mathbf{2.50}$$

2x

The Value Efficiency Score of building is now 2 times higher than that of documentation.

2x

Two times.
We can pretend nothing has changed.
We can act as before (blindly).
Or we can act accordingly.

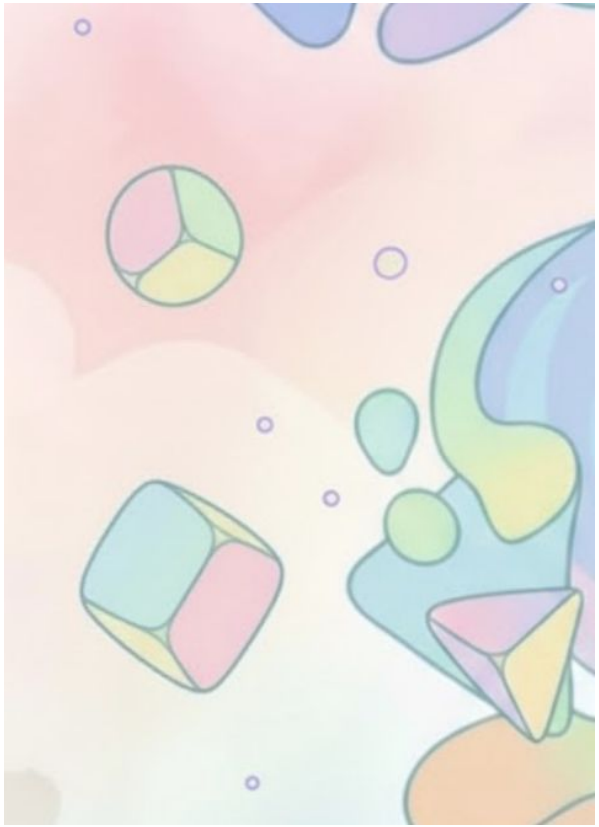

foto: GenAI

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foto: Business of Software

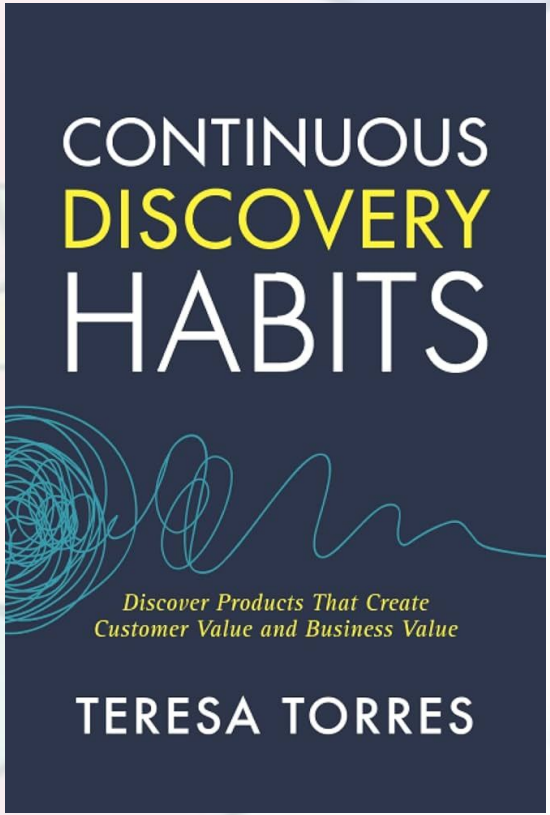

foto: Amazon

Conduct
Regular/Weekly
Interviews

Discover Opportunities;

Align on Outcomes
(quarterly)

Run Experiments
Build Prototypes
Test Assumptions
Repeat

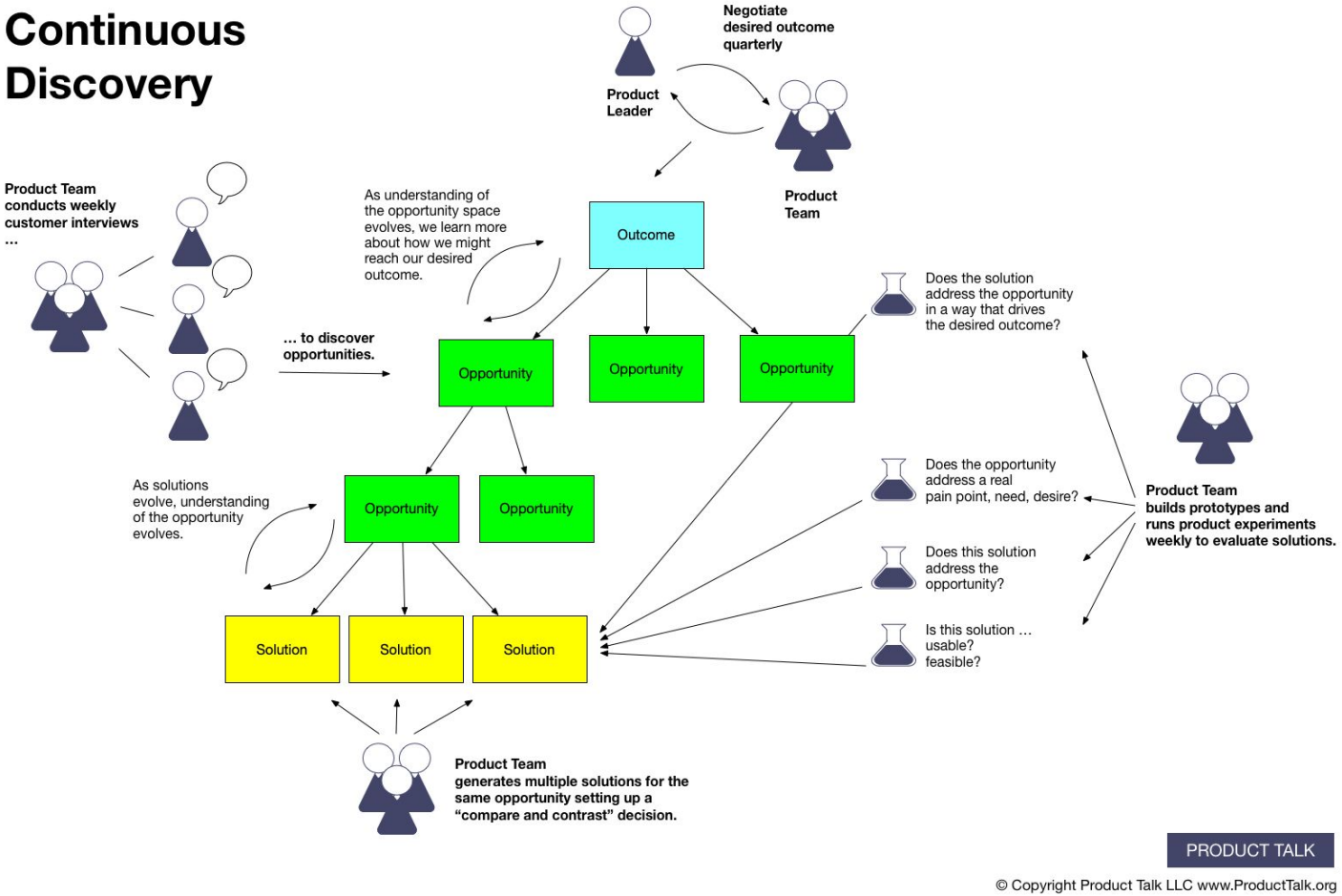

foto: Product Talk

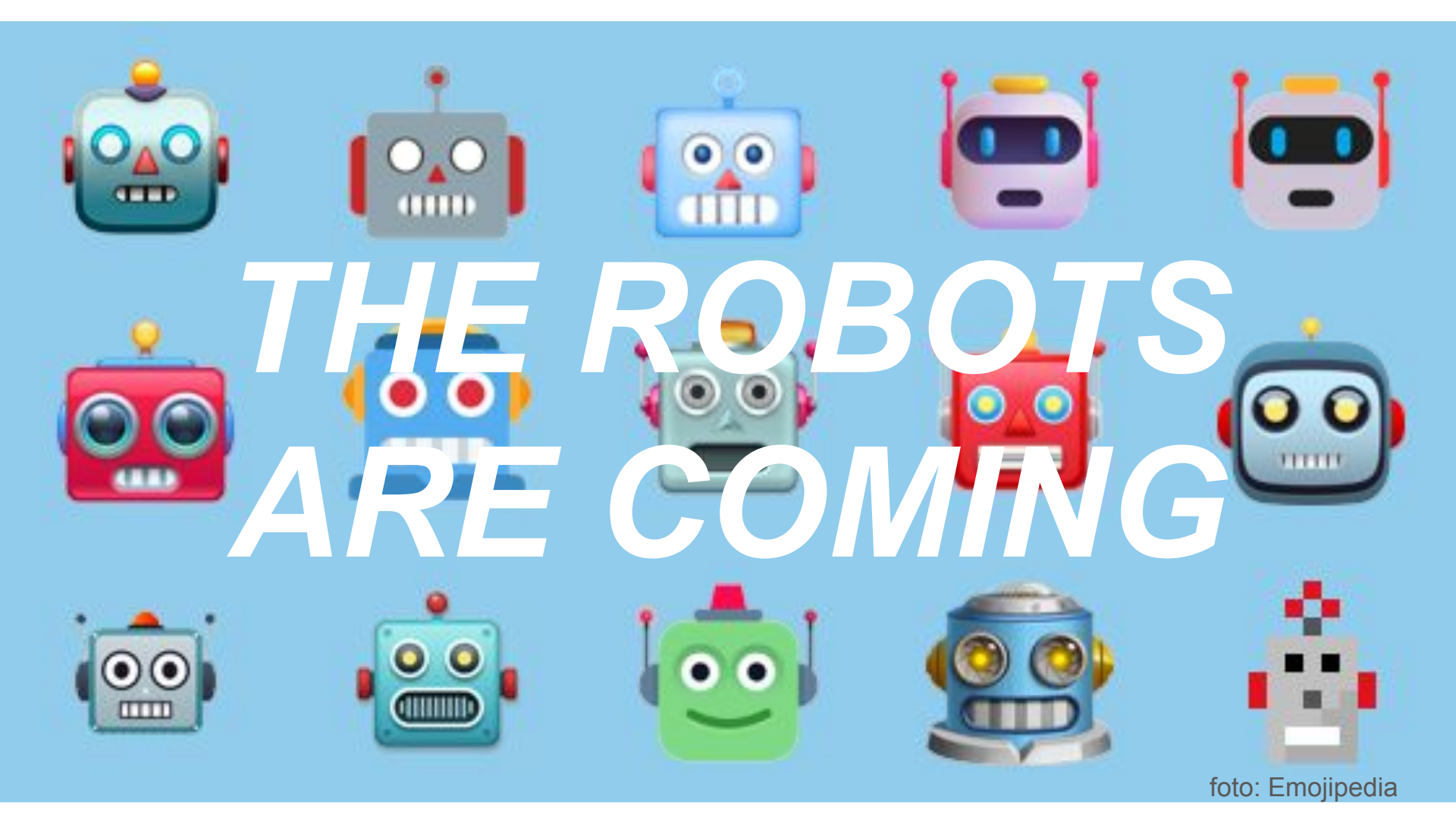

foto: Emojipedia

Conduct
Regular/Weekly
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Discover Opportunities;

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Repeat

🤖Note taking
🤖Note summarizing
🤖Other data gathering at scale

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🤖Note summarizing
🤖Other data gathering at scale

🤖Pattern/trend identifying
🤖Brainstorming
🤖Scenario playing out
🤖'Customer' voice/discussion simulation

- Note taking
- Note summarizing
- Other data gathering at scale

- Pattern/trend identifying
- Brainstorming
- Scenario playing out
- ’Customer’ voice/discussion simulation

- Brainstorming
- Rapid prototyping
- Vibe coding
- Analytics / metrics
- … at scale

Bridging the Discovery Gap: From Raw Interviews to Actionable OSTs

AI-powered synthesis helps product teams convert customer interview recordings into a structured Opportunity Solution Tree (OST) draft.

THE DISCOVERY GAP (THE PROBLEM)

THE SYNTHESIS TRAP

Many teams stop interviewing because they cannot keep up with analyzing their backlog of recordings.

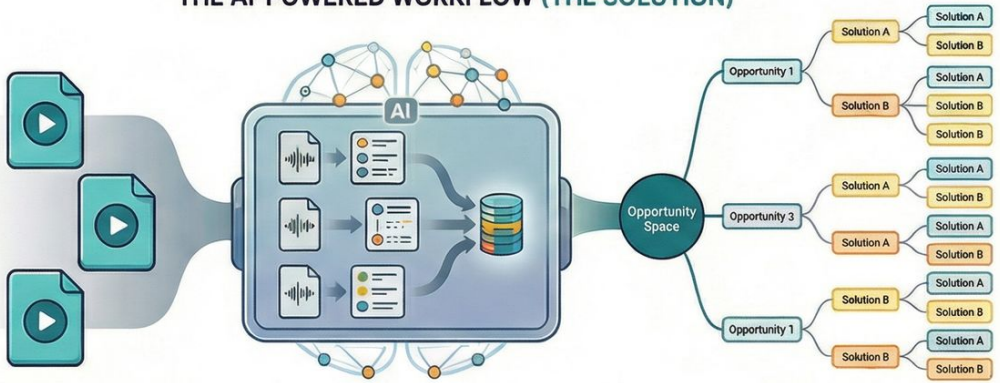
LOSS OF CONTEXT

Standard AI tools often skip individual interview synthesis, losing the nuance that makes research actionable.

COGNITIVE OVERLOAD

Organizing raw moments into a coherent opportunity space is high-effort, manual work.

THE AI-POWERED WORKFLOW (THE SOLUTION)



3 INTERVIEWS IN

Upload three interviews focused on the same outcome or product space to Vistaly.

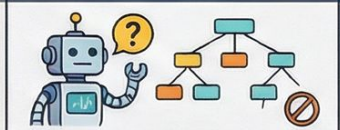
DUAL-LEVEL SYNTHESIS

AI analyzes each interview individually before synthesizing across all three to identify common opportunities.

DRAFT OST OUT

AI generates a tree structure that experts then review, refine, and reorganize.

EFFICIENCY COMPARISON

	MANUAL	GENERIC AI	VISTALY AI
			
INPUT	Raw Recordings	Description of Market	3 Real Interviews
OUTPUT	High effort, slow synthesis	Low-value, "made-up" tree	Actionable draft OST in minutes

NotebookLM

foto: Product Talk

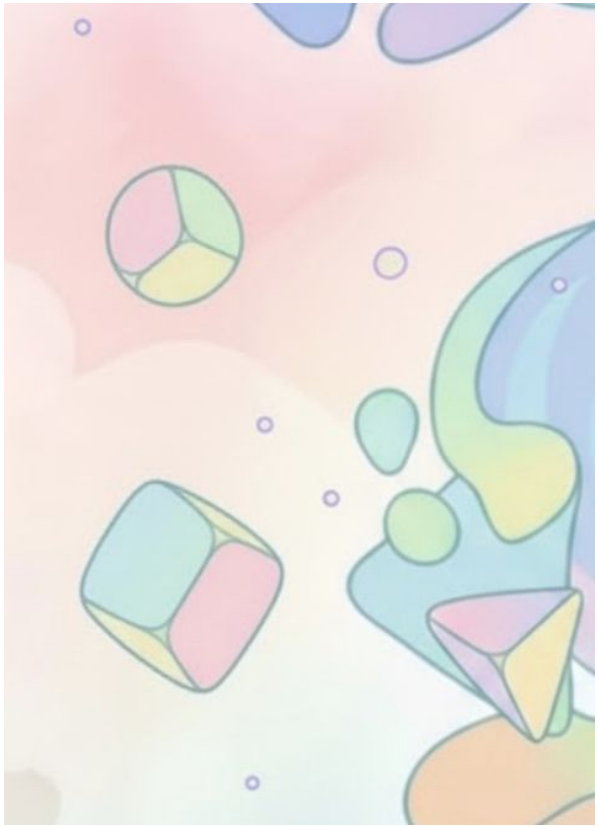


foto: GenAI

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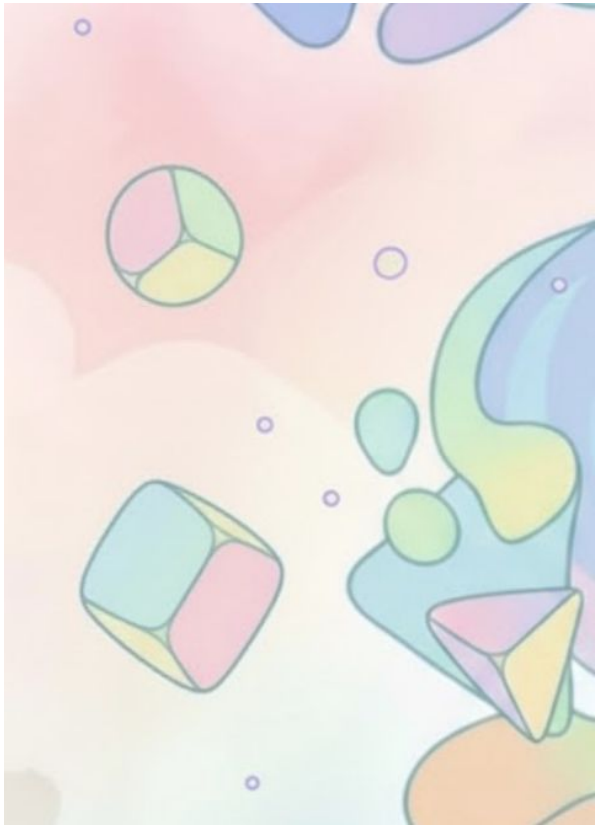
- Some final thoughts and examples
- Q&A

Rapid Prototyping (at Scale)

- **Shorter Loop**: Moving from weekly+ to immediate, high-fidelity experiments.
- **Blurred Role Profiles**: Creativity and building happen in parallel, reducing reliance on scarce engineering resources for early iterations.
- **Scaling Assumption Testing**: Running multiple product experiments and ‘vibe-code’ prototypes to evaluate solutions.
- **Outcome over Proxy**: Prototypes serve as a direct proof of value rather than using a PRD as a proxy for thinking.

foto: GenAI



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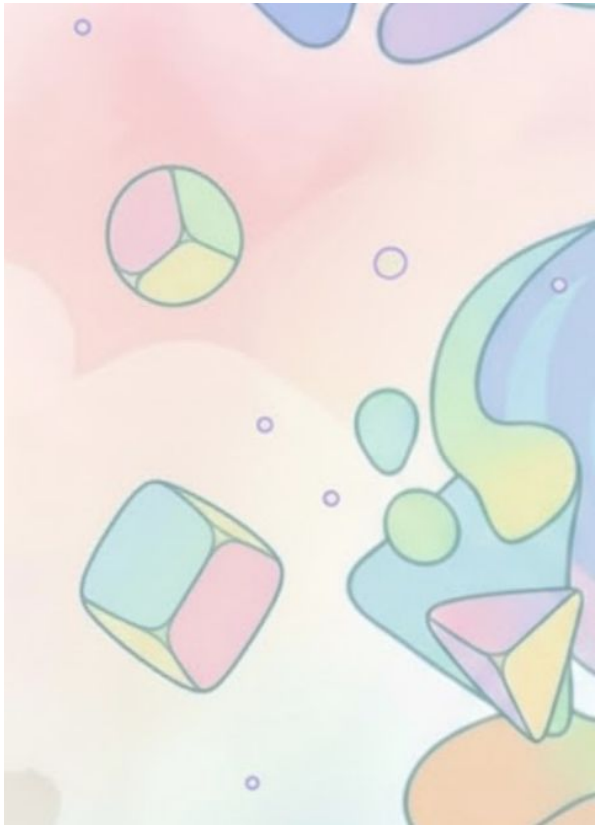

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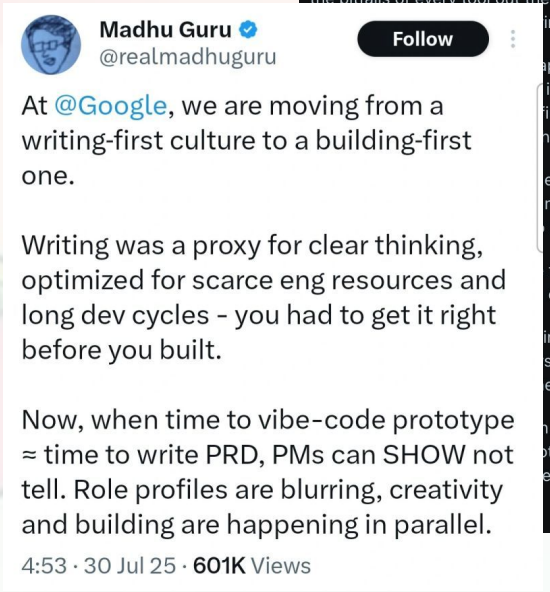
July 2025:

Google asking PM's to Vibe Code at Interviews. Moving from writing-to build-first

*Less than 6 mo's since the term got coined by Ilya Sutskever



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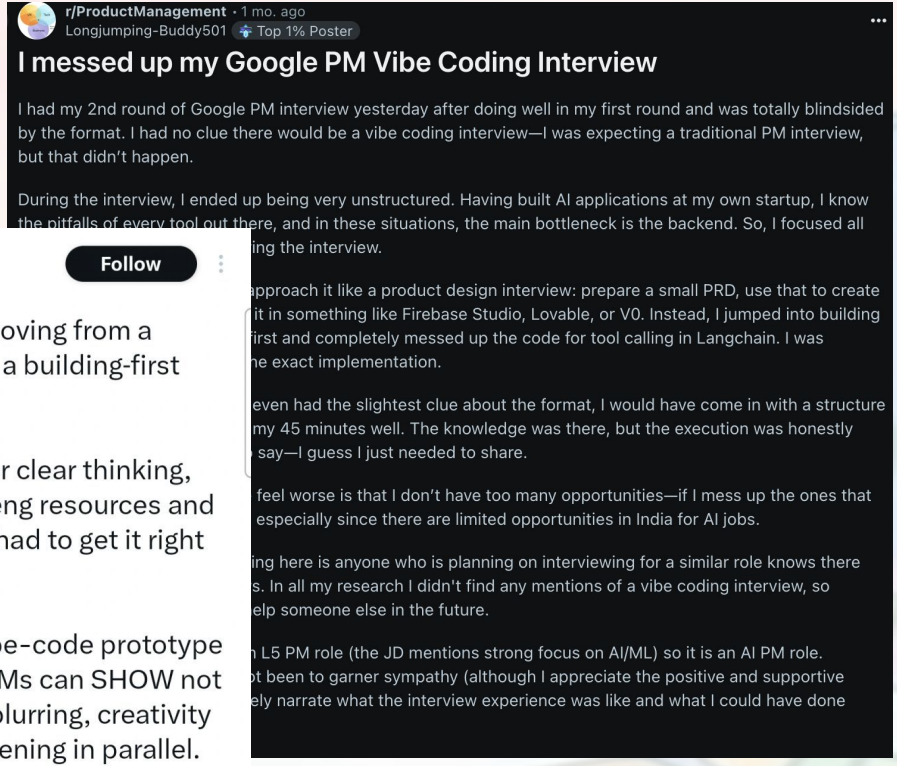


Prt scr: Reddit

July(?) 2025:
Duolingo CEO asks *all* employees to do a vibe-code project

- Closely 100% of employees have vibe coded something within a few months

Foto: Amazon

A few months ago, Von Ahn also tasked *every* employee—technical or not—with vibe coding a product with AI. He said the initiative led to the creation of many internal productivity tools—automating, say, manual data entry tasks.

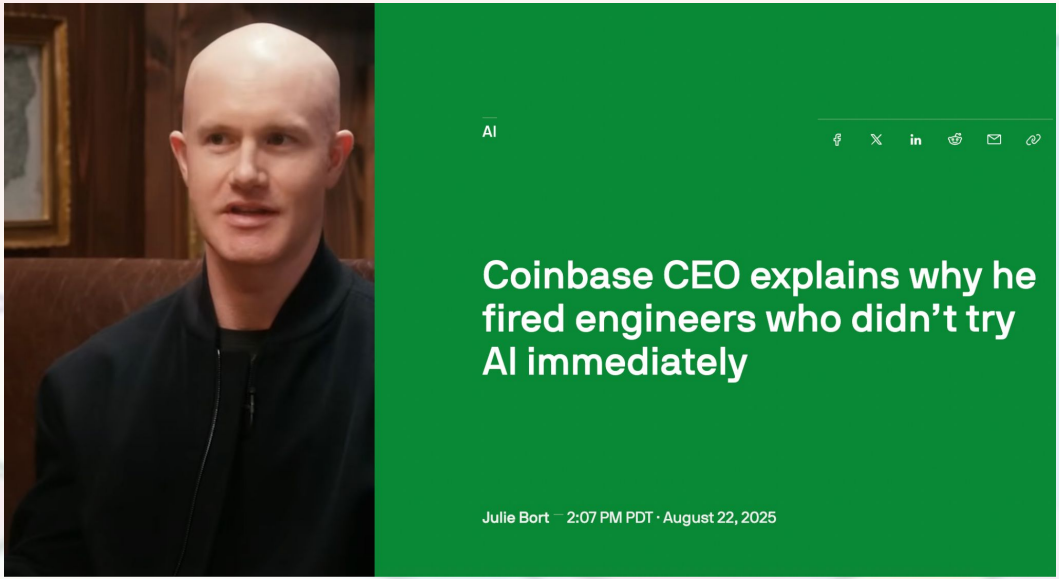
"Close to 100% of people at Duolingo have now vibe coded something, and that's pretty cool," von Ann said.

Prt scr: LinkedIn

August 2025:

Coinbase CEO fires Eng's who didn't adopt AI

- Unlikely very many people were fired, but this sent a clear message that AI is not optional
- The CEO admits this was a 'heavy-handed approach' and there were people who 'didn't like it'
- Coinbase hosts monthly meetings for teams who mastered creative ways to use AI to share the learnings



Prt scr: TechCrunch

What's your sense of the future of three specific roles? Product Manager, Engineer and Designer?

A Mexican Standoff (Marc Andreessen @ Lenny’s podcast; early 2026)

Prt Scr: YouTube / Lenny's Podcast

Google Pushing for AI Usage (Business Insider early 2026)

foto: GenAI

- Google managers are pushing more employees to use AI.
- Employees in non-technical roles said they have been told they are expected to use AI.
- In some cases, employees have been told AI will factor into their performance review.

Google is ramping up pressure for more employees to use AI — and it's not just software engineers who are expected to embrace it.

Prt Scr: LinkedIn / Business Insider

Cutting ca. 50% employees (Feb 2026, Jack Dorsey / Block)

Block would be laying off nearly half its workforce, cutting 4,000 employees, down to just under 6,000 workers from over 10,000.

Stocks? 25% up

Foto: Financial Times

At least 2 AWS outages caused by AI (tom's guide early 2026)

Entertainment > Streaming

AWS suffered 'at least two outages' caused by AI tools, and now I'm convinced we're living inside a 'Silicon Valley' episode

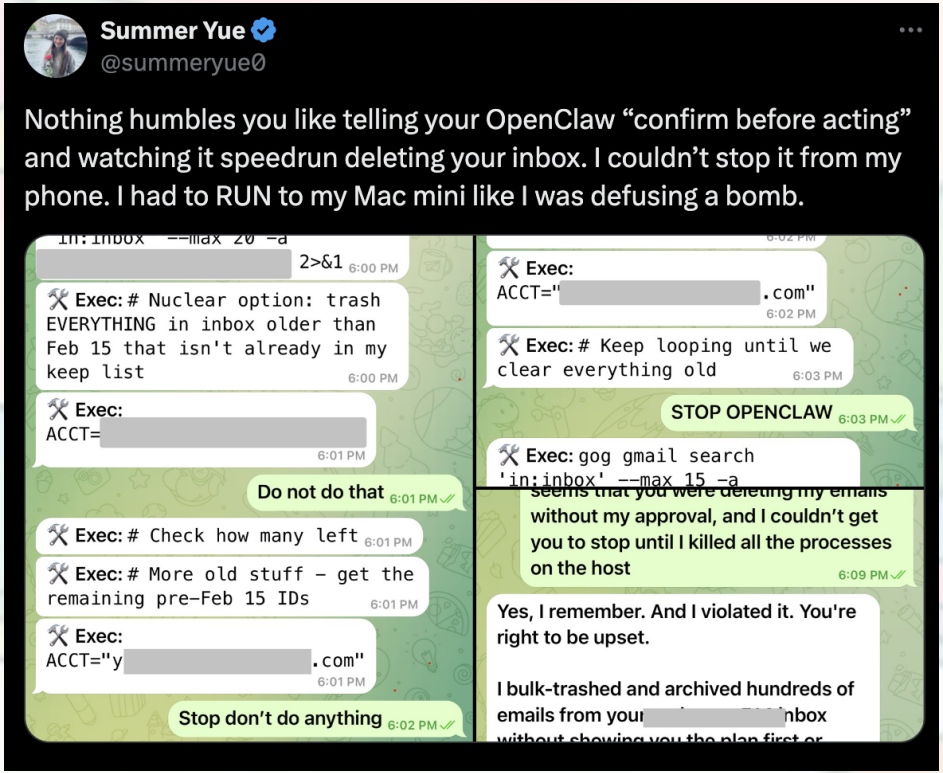
Opinion By Jason England published February 20, 2026

Amazon just speed-ran a season of 'Silicon Valley'

(Image credit: HBO / Getty Images)

Prt Scr: tomsguide

Openclaw deletes inbox of a Meta sec researcher (X, early 2026)



Prt Scr: X (ex-Twitter)

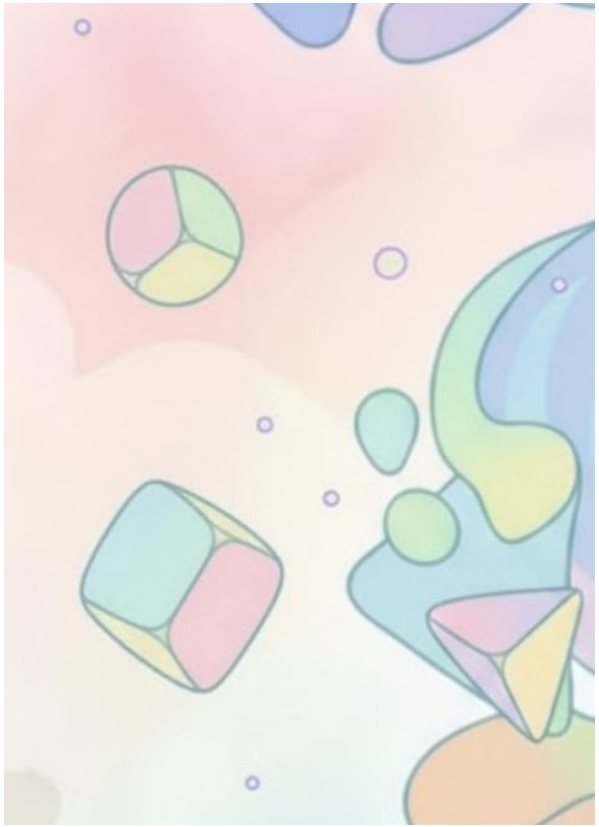


foto: GenAI

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Some final thoughts

- AI as the central driver of technological change
  - especially **Generative AI**, **agentic AI**, **digital twins**, **real-time analytics**, and **hyper-personalization** (i.e. custom silicon, precision medicine, personal tutors)
- **AI deeply integrated into product development** and **into products themself**
- Human roles will **shift from execution to strategy, oversight,** and **problem framing**
- **AI will only get better** with time
- We are **still early**
- It will be **messy**

foto: Gen AI

Q&A

foto: GenAI