

Shivanath Devinarayanan · Founder of Dazeworks

AI & the Next Wave of Opportunity

Chief Digital Labor and Technology Officer, Asymbi. Salesforce MVP Hall of Fame.



8 September 2026



THE ENTREPRENEURSHIP SERIES · SESSION 8 OF 8

Eight Sessions. One Community.



HOST

Shivanath Devinarayanan



HOST

Guilda Hilaire



HOST

Jyothsna Bitra (JB)

Speakers, in session order



Abhinav Gupta



concret.io



Andrea Tarrell

xyla.co



Vinay Chaturvedi



mindzvue



Anthony Lamot

D=SELECT
BY UNARIC



Sharif Shaalan



Agile Cloud
CONSULTING



Marisa
Hambleton



MH3X



Tal Frankfurt



Cloud For Good

Seven founders showed how they built. This session is about **what comes next.**

BEFORE WE START · FOUR PARTS, TWO TIMELINES

Where This Talk Goes

01 The Shift

How AI changes the way work is organised, and why that matters matters before the tools.

02 The People

The community, mentors and team that built Dazeworks, and what a team needs now.

03 The Business

Earning trust, pricing expertise, and what customers expect once AI once AI speeds things up.

04 The Next Bet

The payoff. How to spot an opening, what to build around it, how to it, how to keep learning.

Then and now, **side by side**, so the last bet lands with context.

TWO TIMELINES, READ SIDE BY SIDE



The Founding Years

Dazeworks, Kochi, 2015 onward. A services company earning its place with with customers it had never met.



Now

Asymbi, at the front edge of AI, with digital workers already in production.

Same founder questions, different tools. Watch for the parallel.

01 / 04

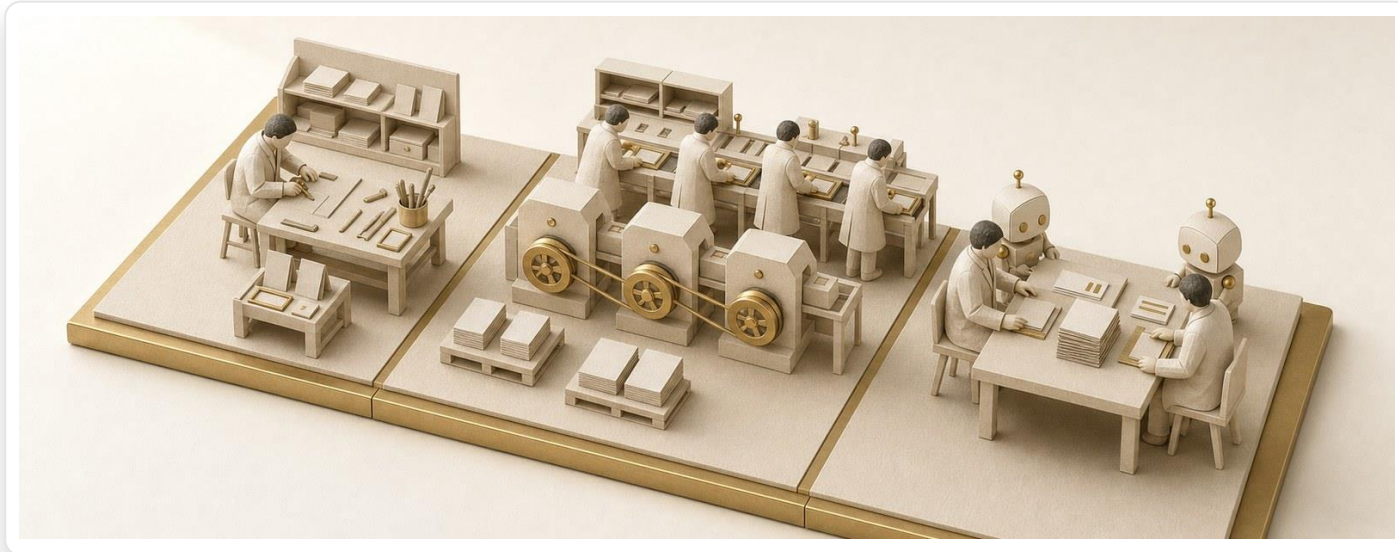
The Shift

01

What Does This Change for an Entrepreneur?

THE LONG VIEW

When the Organisation of Work **Changes**



Workshop

Factory

Agentic Work

Each shift changed where work happened, how it was organised and **who controlled the tools**.

Source: [Britannica, factory system](#)

THE BUSINESS TODAY

How We Organise the Work

CUSTOMER NEED → WORK TO BE DONE

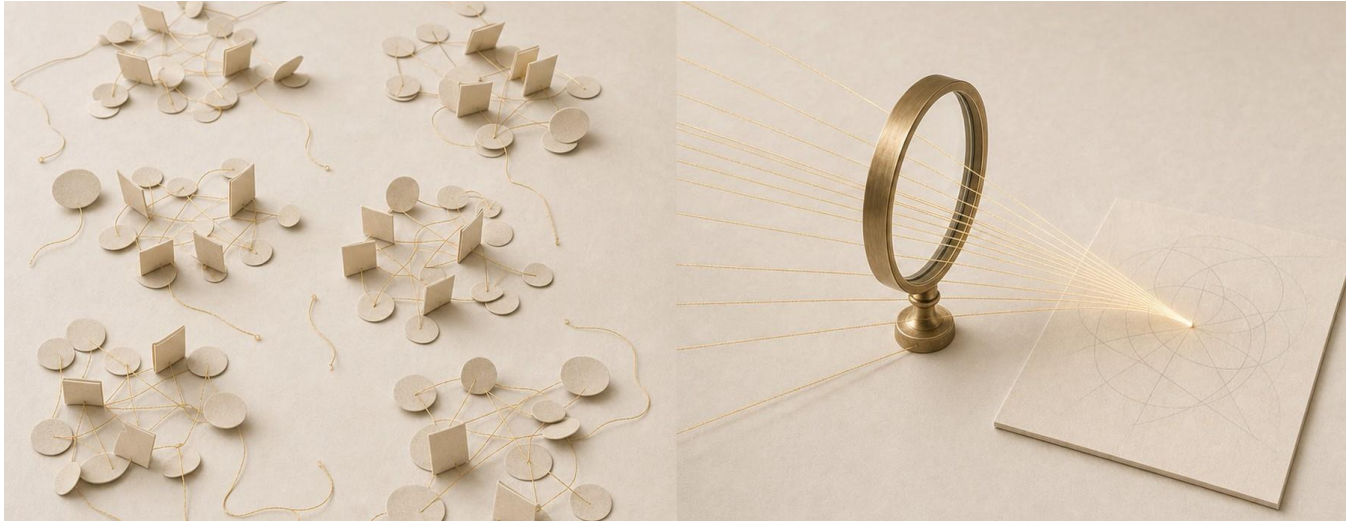
- 01 A request comes in
- 02 Someone understands it
- 03 Gather information and decide
- 04 Connect people and systems
- 05 Software handles defined steps

What would we organise differently if **some of that work could be delegated?**



THE SHIFT • EXPLORATION AND JUDGMENT

What We Can Explore **Before We Commit**



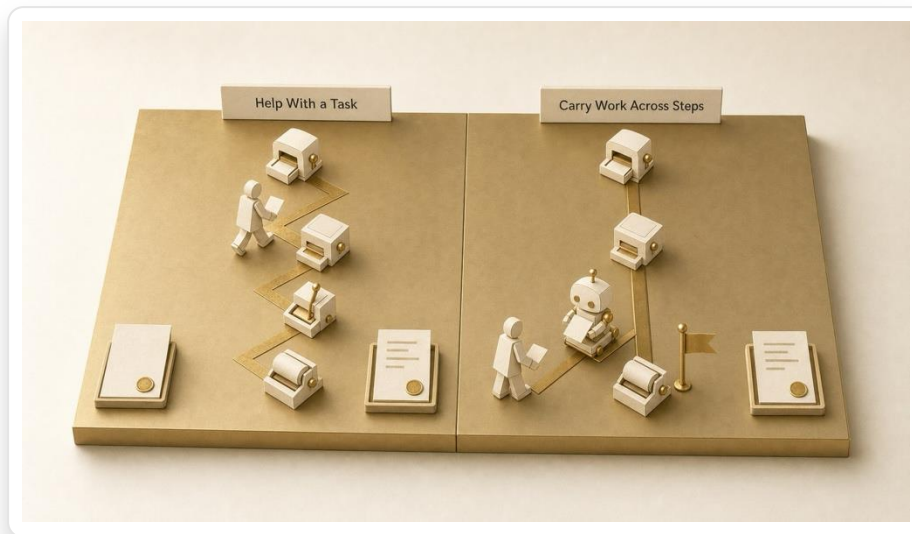
Many Angles, No Focus

Focused Through Judgment

Angles are cheap now. **Understanding** still takes judgment.

THE SHIFT

What Has **Changed** With AI



Help With a Task

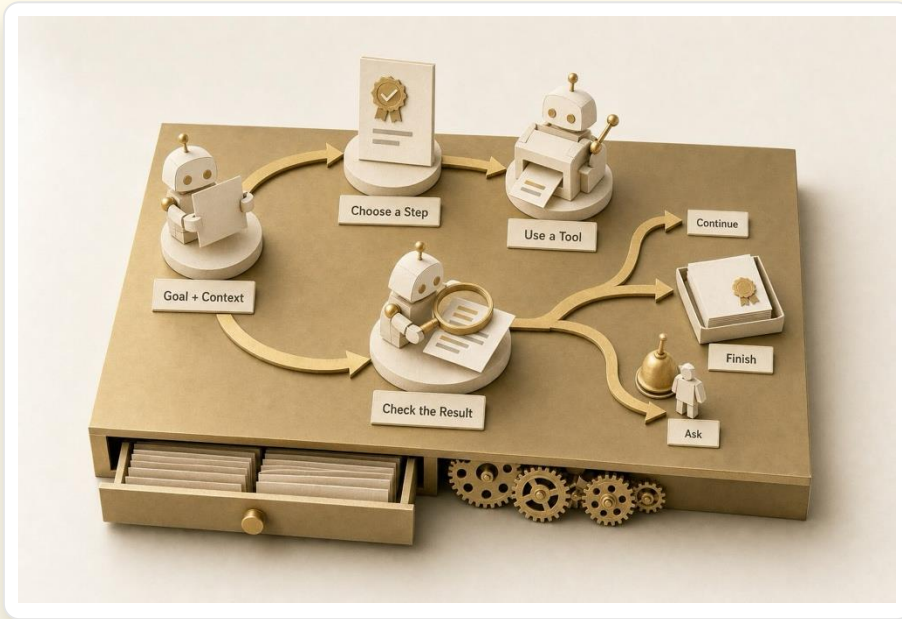
Carry Work Across Steps

Which need was too costly to serve before, and **which constraint has changed?**

Source: [Anthropic, Building Effective Agents](#)

FOUNDATION

What an Agent **Actually** Does



THE AGENT LOOP

Goal + Context

Choose a Step

Use a Tool

Check the Result

Continue, Finish or Ask

A digital worker is this capability organised around around a scoped business responsibility.

Source: [OpenAI, A Practical Guide to Building Agents](#)

How Gamma Changed Its Customer Support

- 01 Coverage challenge**
Conversations arriving across time zones and languages.
- 02 AI-handled conversations**
Knowledge, translation and contextual routing.
- 03 Human escalation**
People take the demanding cases and review the the decision logic.



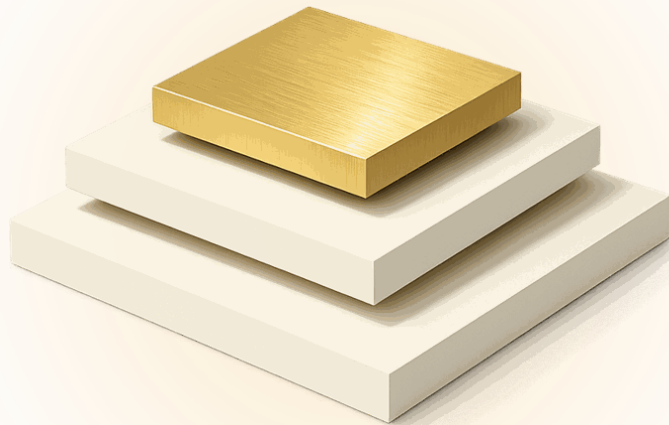
The company still has to understand its customers, its policies and **what a good result looks like.**

Source: [Fin, Gamma customer story](#)

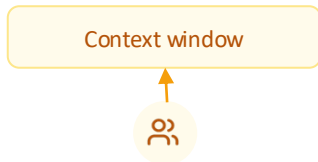
PART 01 · THE SHIFT, CONTINUED

How Agents Fill **the** Workforce

Two ladders. On each rung, one example, what it does, and does, and where you could fit.



From Chatbot to Agent



01 You Ask, It Answers

EXAMPLE

You paste a customer's email thread in and ask for a reply.

WHAT IT DOES

Works only with what you gave it.

WHERE YOU FIT

Little room here. The model companies own this layer.



02 It Looks Things Up First

EXAMPLE

A support bot reads your help docs before it answers a customer.

WHAT IT DOES

Pulls in the right documents, then answers.

WHERE YOU FIT

Your knowledge, cleaned up and connected. connected. Domain beats model.



03 It Works the Problem

EXAMPLE

An agent checks the CRM and the inbox, inbox, drafts the follow-up, asks before sending.

WHAT IT DOES

Picks tools, checks results, stops at the line line you set.

WHERE YOU FIT

The tools, the boundaries, the review. This is This is where the work is.

The higher the rung, the more of the value sits in **what you know**, not in the model.

Examples are illustrative. Framing: Jean-Denis Greze, Town (former Plaid CTO), on getting the right information in front of the model before it acts.

How Agents Join the Workforce

	EXAMPLE	WHAT IT DOES	WHERE YOU FIT
01	An Agent on the Team A recruiting team's agent screens applications against the brief and drafts a shortlist. Illustrative.	Works inside one team's access, access, with one owner.	Build the agent for a function you know know cold. Narrow and specific.
02	An Agent Facing Customers Gamma's support, with Fin answering first and people people taking the hard cases. Reported.	Takes the first conversation, hands the rest to people.	The agent for a customer conversation conversation you understand, plus the the review around it.
03	Agents Working With Agents Your sales agent asks the delivery team's agent if the account is healthy before proposing more work. Illustrative.	Information crosses inside the the firm under a policy.	Policy, approval at the sharing moment, an audit trail. Mostly unbuilt. unbuilt.
04	Agents Across Companies Lenders letting agents share private company data under agreed rules. An early case Greze describes.	Two firms' agents share one task. task.	The trust layer between firms. Early, Early, and the standards are unwritten. unwritten.

Find your rung. It tells you **what to build next** and what not to promise yet.

Gamma and Fin: fin.ai/customers/gamma. Rows 3 and 4: Jean-Denis Greze, Town (former Plaid CTO), on agents across silos and firms.

02 / 04

The People

02

Who Do You Build With, and How Does the Team Work?

THE PEOPLE • MY STARTING POINT

Learning Beyond the Job



ADI SHANKARA

A College Project

A real problem and a referral into into development.



SUYATI

Finding Salesforce

An assignment became a platform I wanted to understand.



BEYOND DEVELOPMENT

The Whole Business

Marketing, infrastructure and the the customer's work.

The questions behind the task shaped **my judgment.**

BANGALORE · KERALA · JAIPUR

Learning With the Community



BANGALORE

Developer Summit

Kavindra Patel's gathering. How others approached the same platform.



KERALA

Developer Group

The first Salesforce developer group in Kerala. I started it.



JAIPUR

Developer Group

Ankit Arora's earlier work building building the Jaipur group.

Conversations with experienced people expose **the assumptions you did not think to test.**

MENTORS AND PEERS

People Who Helped Build Dazeworks



Eric
Dreshfield



Joshua
Hoskins



Abhinav
Gupta



Sharif
Shaalan



Denise
Carbone



Ankit
Arora



Phil
Walton

India Dreamin

At the first edition, we chose not to display the Dazeworks logo. It was a community event.

Their advice and trust filled **gaps in experience I did not yet have.**

The Team We Wanted to Build



What capability are we missing?

Hiring began with that question, not with a title to fill.

- 01** Loved the platform
As much as I did, or more.
- 02** Cared about the customer's problem
Not about closing the ticket.
- 03** Saw things differently
Advice that could change my view.

Hiring started with **the capability the business needed**, not a job title.

What Another Person **Brought**



Vinay Chaturvedi

Ran the operation while I
focused on sales and
technology

Delivery

Finance

Commercial Operations

What I would strengthen earlier

An internal CFO

A stronger outbound capability

Backup coverage for critical roles

AI assistance does not remove the need for accountable ownership.

Choosing Who You **Build With**



A Cofounder

Shared commitment and
complementary judgment.
Willing to make difficult decisions together.

A Teammate

Depth in the work and
curiosity beyond the task.
Follows a problem through to a working fix.

“All signal and progress in a business come from places of pain.”

Tanay Tandon
shared by Alfred Lin

THE PEOPLE • A WAY TO DESIGN THE WORK

Organising a Hybrid Team



Functional Handoffs

A Shared Outcome

Human judgment and ownership • Scoped agent work • Software and records

Helping People **Grow Into the Work**

01 **Work Through the Problem**

Follow causes, not just symptoms.

02 **Move With Rigor**

Make a small test and inspect the result.

03 **Develop Judgment**

Give people practice, feedback and authority.



“Speed does not come at the cost of rigor. ... Write down a plan, test it in your head, and sprint.”

Tanay Tandon
shared by Alfred Lin

03 / 04

The Business

03

Why Would a Customer Choose You and Pay You?

THE BUSINESS · A POINT OF VIEW

Giving Customers a Reason to Choose You

The Problem You Understand

A clear view of who you serve and why your approach fits. approach fits.

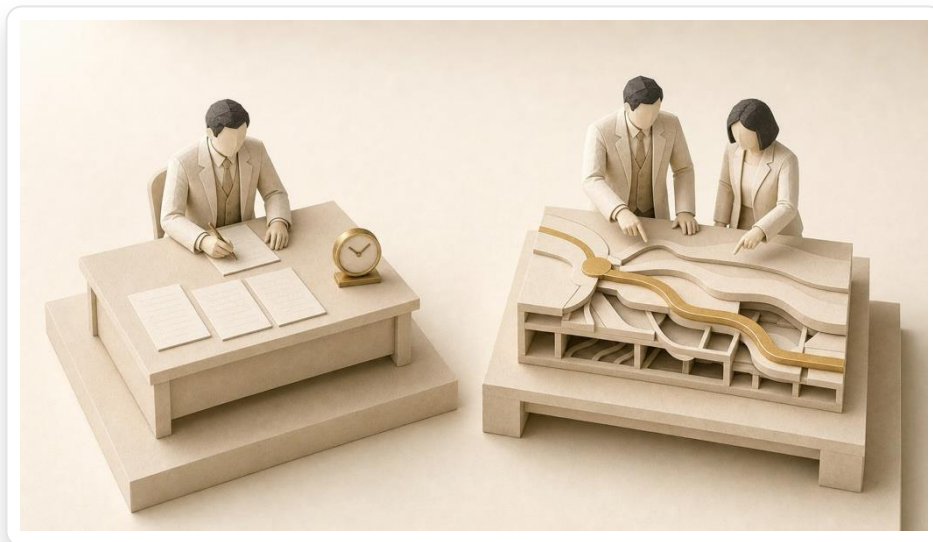
A Reason to Believe You

Relevant work, customer conversations and evidence.



THE BUSINESS · MY COMMERCIAL VIEW

What Customers **Expect** Now



Hours × Rate

Expertise + Judgment

Deep Expertise · A Considered Point of View · Responsibility for the Result

THE BUSINESS · ASYMBL

Learning Through Customer Zero



The Workforce Orchestration™ Company

2024

Customer Zero began before I joined.
joined.

200+

Digital workers in production
(speaker's account).

\$13M

Company-projected productivity
productivity impact for 2026.

What we learn operating our own workforce **informs the advice we give.**

Source: [Asymbbl announcement](#)

SD shivanathd.com

04 / 04

The Next Bet

04

What Is Worth Building, and What Do You Need to Learn?

What the Next Chapter Needed



Markets

Access to customers we could not reach alone.



Strategic support

Advice and backing for the next stage.



Scope for the team

Room for people to grow into bigger work.

I did not start with a plan to sell. The decision was judged against **what the company and its people needed next.**

DIFFERENT WAYS TO PRODUCE SOFTWARE · REPORTED EXAMPLES

10

Days, approximately, to build the Cowork feature using Claude Code, on Anthropic's existing platform.

Forbes, January 2026

3

People on StrongDM's AI team. Agents implement from specifications, with scenarios used to evaluate the software.

factory.strongdm.ai

Someone still decides the purpose, the platform, the instructions and **how to evaluate the result.**

Source: [Forbes](#) · [StrongDM](#)

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TWO KINDS OF OPPORTUNITY

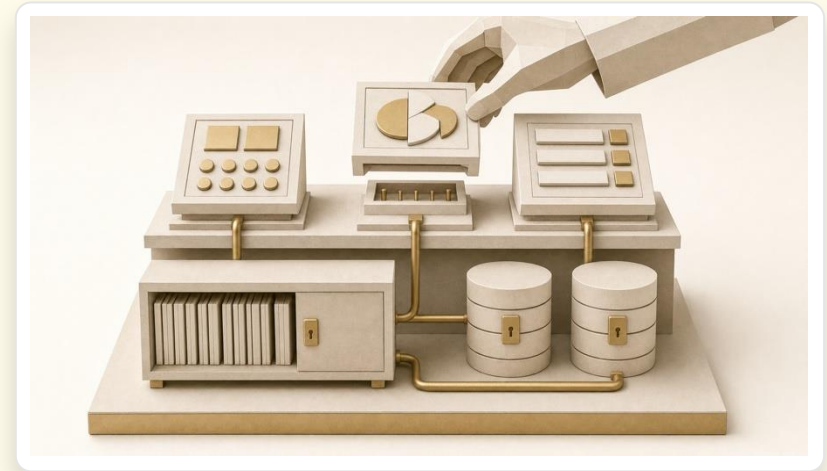
Personal Software and Enterprise Systems

Built for a particular need

A specific need, a limited lifespan, and a clear boundary around the work.

Connected to systems that last

Records, access controls and integrations stay in the systems the business maintains and audits.



Temporary Tools · Lasting Systems

Decide what deserves a short-lived solution and **what the business must maintain.**

Source: [TechCrunch, the rise of micro apps](#)

THE NEXT BET • WAYS TO PARTICIPATE

Where You Could Build



A Product

A repeatable customer problem, with software you maintain.



Specialist Expertise

A difficult decision or implementation where your depth matters.



An Ongoing Operation

Responsibility for work that must keep running and improving.

Start with a customer need **you can take responsibility for.**

If You Are Not Building Software

01 Where Does Your Customer Wait?

Intake, quotations, status updates and follow-up.

02 What Needs Your Judgment?

Separate paid advice from the preparation around it.

03 What Could You Now Afford to Offer?

A service that was too costly to provide before.



A Hypothetical Small Practice

You do not have to build the technology to **reorganise the work around it.**

DEMAND AND DEPENDENCE

What Could Make the Bet **Wrong**

01 Demand

A real customer problem, with evidence someone will pay.

02 Platform dependence

Model prices change. A platform can absorb the feature.

03 Cost to keep it working

Unreliable output and upkeep can remove the advantage.

04 Nothing that holds the customer

A competitor can buy the same technology tomorrow.



An exciting capability and a **business that keeps earning its place** are different things.

Keeping Up While **Still Building**

01 Choose a Question

Something the work has made worth understanding.

02 Investigate More Than One Angle

Follow sources and challenge the first answer.

03 Form a View

Decide what holds up and what changes your thinking.

FROM THE DARK FACTORY

**The Succession Plan
You Are Deleting
One Ticket at a
Time**

The Dark Factory

THE ARGUMENT TOGETHER

Building Through the Next Shift



Domain Understanding

Team Capability

How the Work Gets Done

Build around a problem you understand, develop the people around it, and **keep changing how it is solved.**

SD

Use What You Know. **Build What Comes Next.**

Thank you to Guilda, JB and the seven speakers.

Thank you to everyone who joined the series.

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Source: [Shivanath's Newsletter](#)
shivanathd.com

WITH GUILDA AND JB

Discussion



Guilda Hilaire

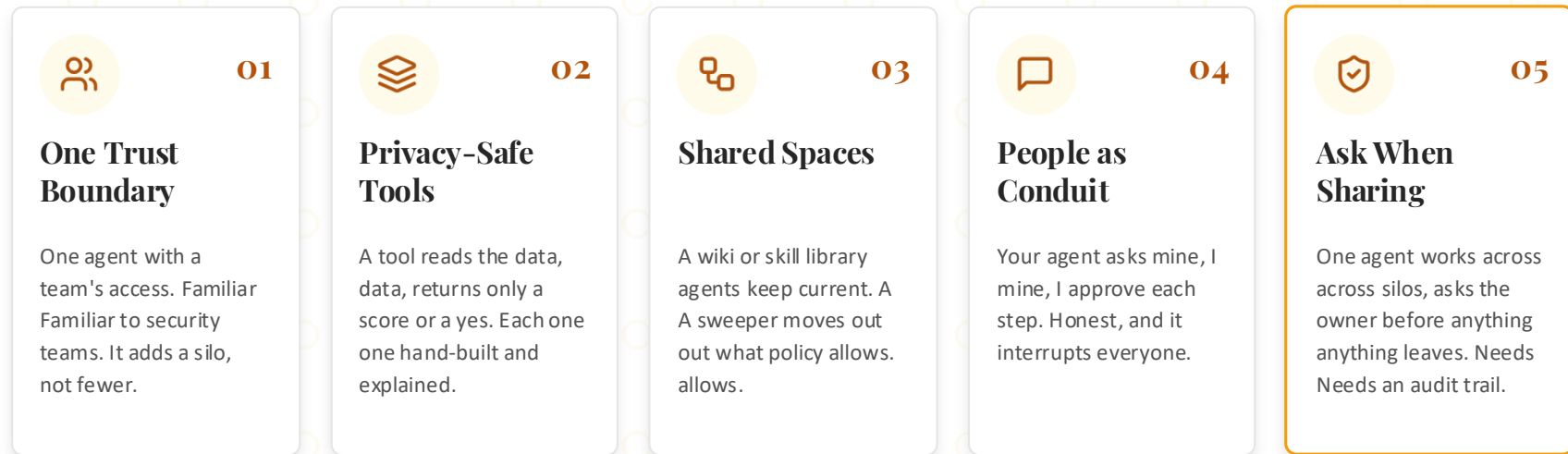


Jyothsna Bitra (JB)

**Starting. Operating. The next chapter.
AI at every stage.**

Questions from the chat and the series channels.

Five Ways Agents Work Across Silos



People approve every step

The line moves right as models improve and policies get written down

Policy decides, people audit

Two tests for each one. Fewer people over time, and better as the models improve.

Source: Jean-Denis Greze, Town (former Plaid CTO), five strategies for getting the right data into an agent across information silos.