



Next Era of Business & Work

Now, Next & Beyond

Shuo Chen
General Partner, IOVC
Faculty, UC Berkeley
Lecturer, Stanford

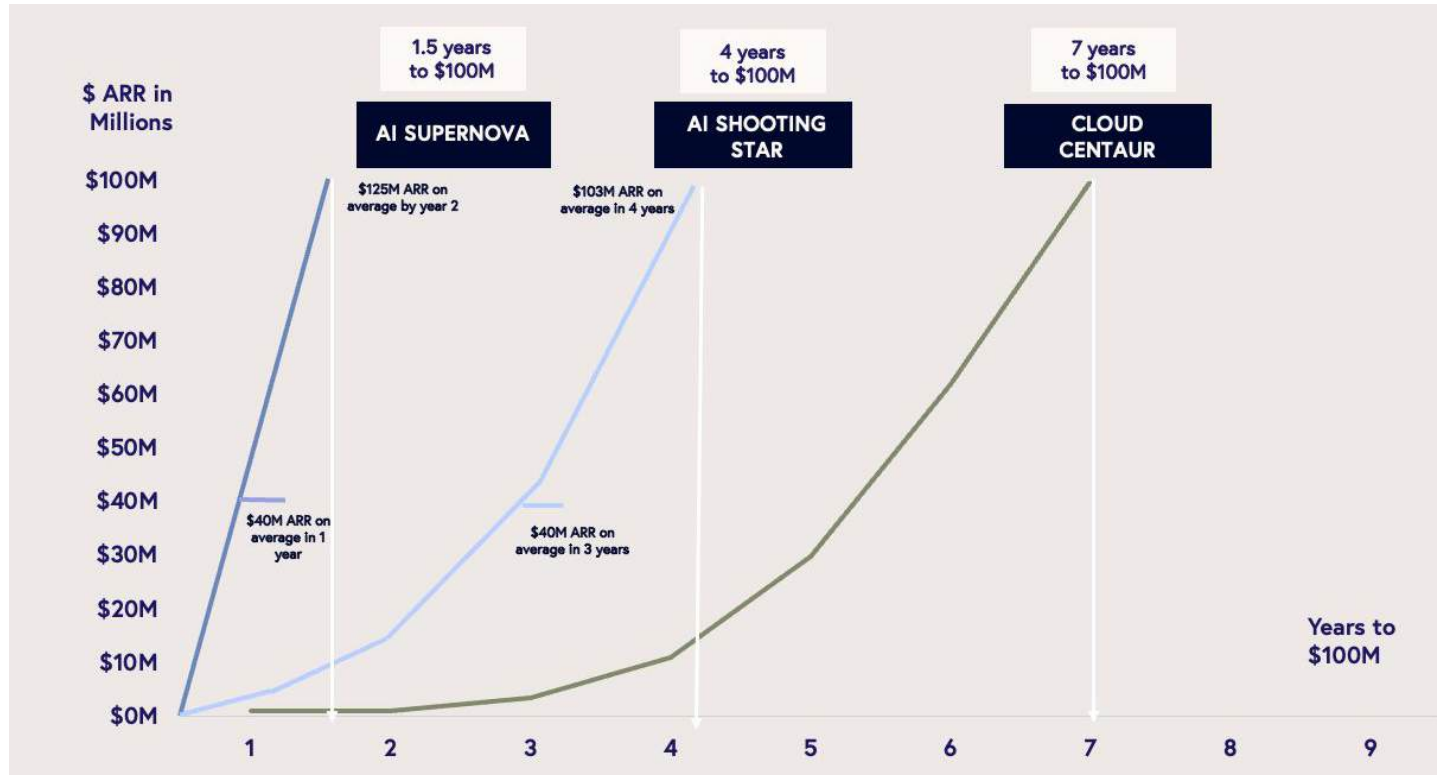
September 2025



AI and its Digital Impact on Work

– Theme for DEEP 8

Great in the Past = Lagging in the Present



AI Drives Revenue



Ana Kreacic

Partner and Chief Knowledge Officer, Oliver Wyman

John Romeo

Managing Partner and Chief Executive Officer, Oliver Wyman Forum, Oliver Wyman (MMC)

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OUR IMPACT

What's the World Economic Forum doing to [accelerate action on Jobs and the Future of Work?](#)



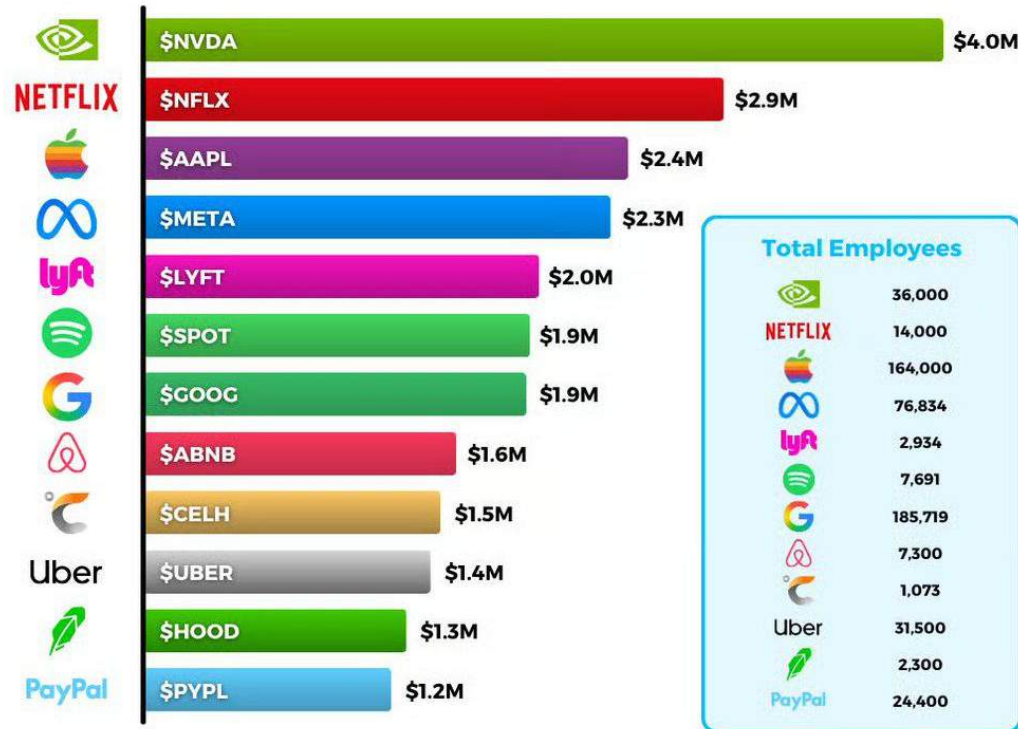
- 17% of companies with revenues of at least \$1 billion are seeing cost savings or increased revenues of at least 10% from AI.

- Almost 80% of this group say their AI investments have met or exceeded expectations.
- Half worry that they're not moving fast enough and could be left behind by competitors

Three years into the generative AI revolution, most CEOs say they understand the transformative potential of AI. Now, a small but growing group of early adopters are finally starting to show it.

In all, 17% of companies with revenues of \$1 billion or more report they are seeing a cost saving or revenue jump of at least 10% from the technology, according to a [recent survey](#) of New York Stock Exchange-listed companies by the Oliver Wyman Forum and the New York Stock Exchange. The percentage was similar, at 14%, for the 77 European firms that responded to a separate Oliver Wyman Forum survey due to be published later this month.

AI Drives Revenue per Employee



AI Drives Focus on Talent

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Thanks for Your \$1 Billion Job Offer, Mark Zuckerberg. I'm Gonna Pass.






The loyalties and larger-than-life figures prompting some people to turn down insanely lucrative offers in Silicon Valley right now

By [Barber Jtn](#) [Follow](#) and [Keech Haggy](#) [Follow](#)
Aug. 1, 2025 8:00 pm ET

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- Danny Conner, Traveling Reptile Showman and the 'Steve Irwin' of Texas, Dies at 68 
- I Drove an EV Deep Into the Wilderness. I Never Feared Running Out of Juice. 

AI Drives Acquisitions



Maor Shlomo  • 1st

Founder at Base44 | Prev: CEO and Co-Founder at Explorium | F...

[Visit my website](#)

3w • 

...

Some business and product updates -
As I haven't done some in a while.

Business -

Last week, on average, we added ~\$400K ARR every day.

That's +\$1M ARR every 2.5 days,
and the growth seems to accelerate week over week.

To put that in perspective - when Base44 was acquired, we were doing a few millions in ARR overall.

While it's hard to predict the long term, if this trend continues, we will probably break the "fastest in history" record or something like that.

AI Drives Opportunities



Aaron Levie  


@levie



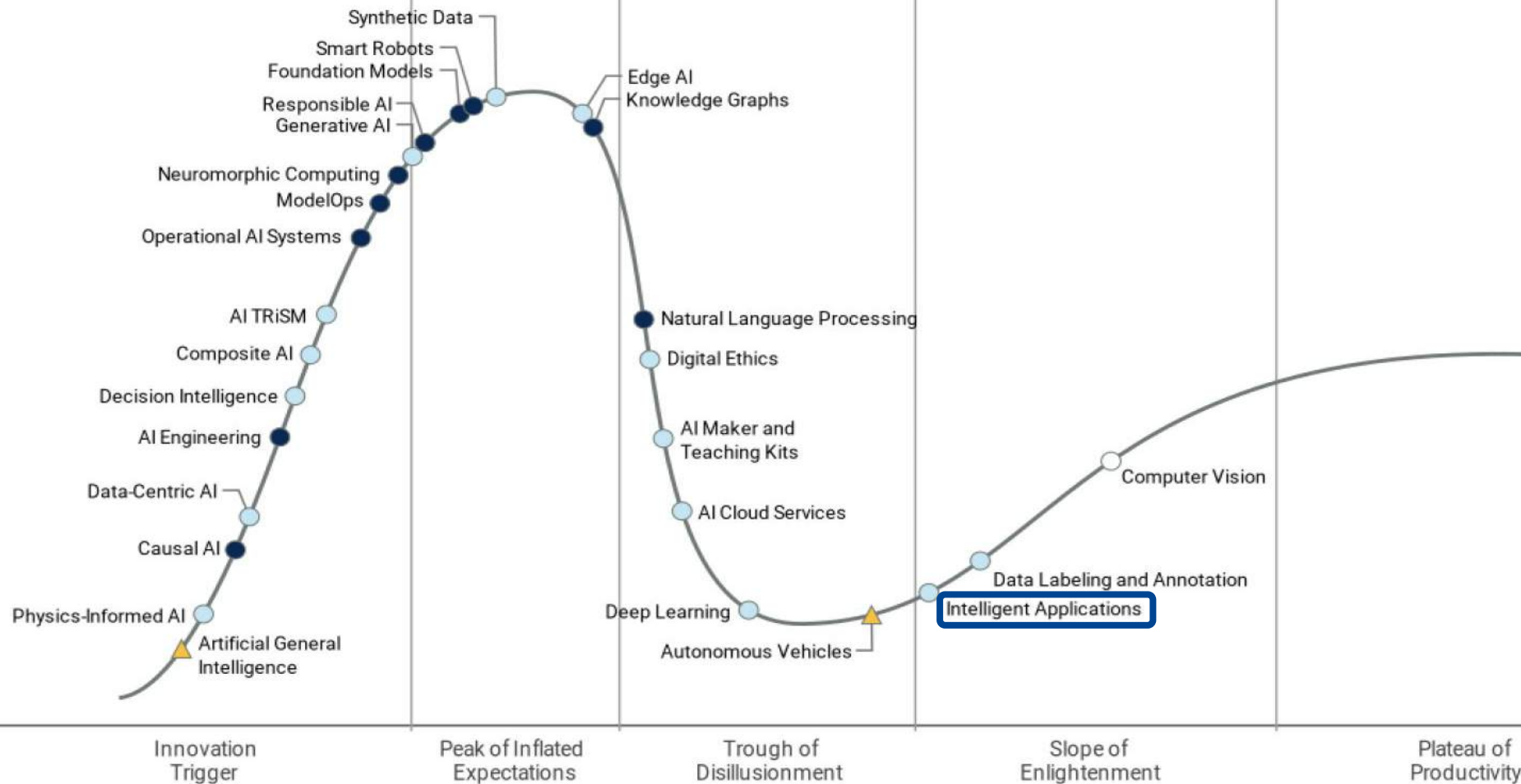
The biggest AI Agent opportunities are going to be in categories of work where there could be a 10X or 100X increase in demand if the cost of executing certain tasks went down dramatically.

The key is to find categories of work where there's a significant amount of non-consumption simply because doing the work before was too expensive or time consuming.

It turns out that these spaces are basically in every single market. The easiest way to figure out these markets is to find out which verticals have things that customers have always wanted to do but never get around to.



Now: ~~Value~~ → ~~Valueless~~
Next: Impossible → Possible
Beyond: New Models



Our World
in Data

The chart illustrates the progress of AI capabilities over time, with performance normalized to a scale from -100 to 20. The x-axis represents years from 1998 to 2023, and the y-axis represents the performance score. A horizontal line at 0 indicates human performance. The capabilities tracked are:

- Reading comprehension with unanswerable questions
- Reading comprehension
- Image recognition
- Language understanding
- Nuanced language interpretation
- Handwriting recognition
- Speech recognition
- Predictive reasoning
- General knowledge tests
- Math problem-solving
- Code generation
- Complex reasoning

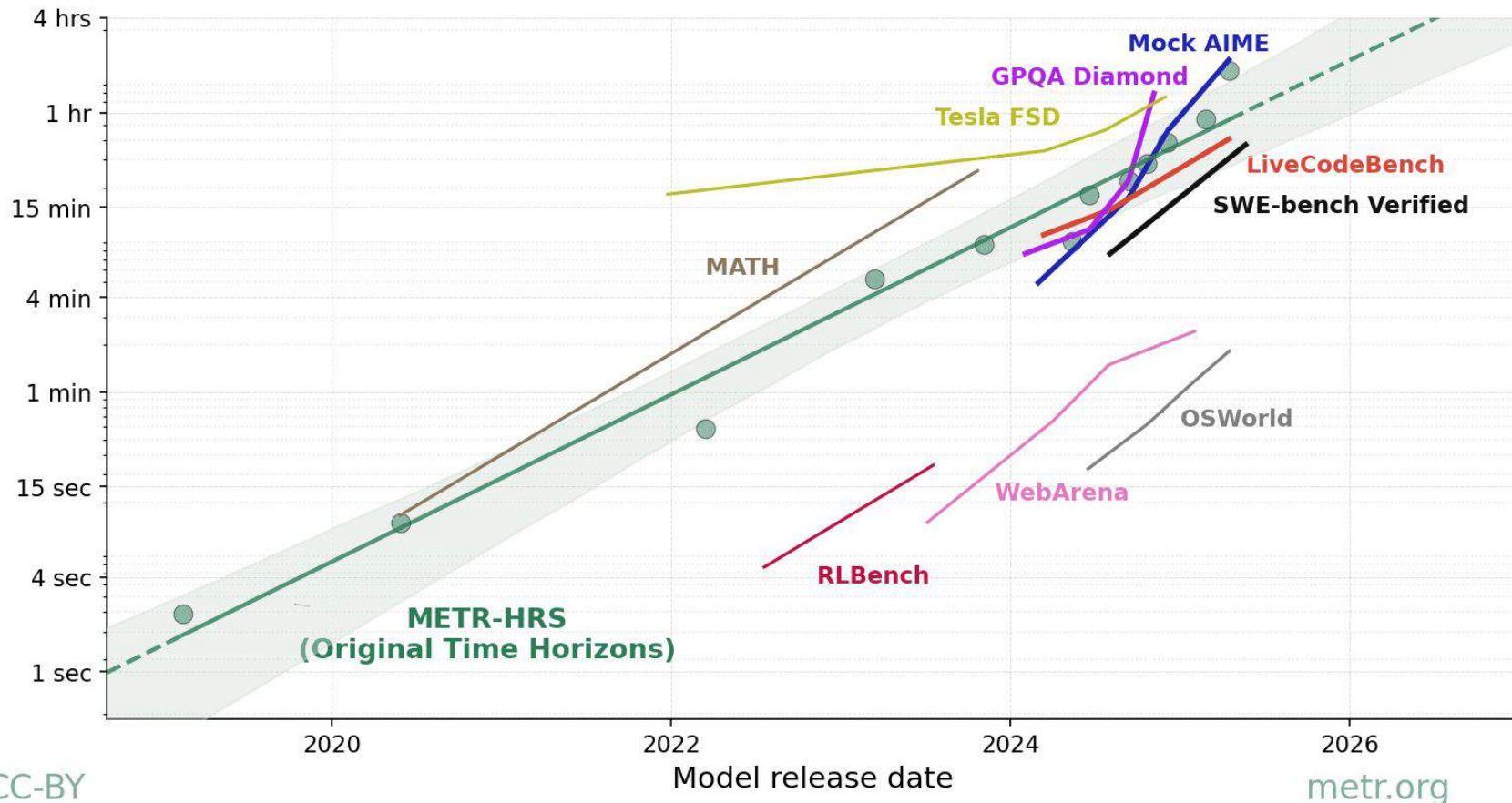
The chart shows that while some capabilities like image recognition and speech recognition have reached or exceeded human performance, others like complex reasoning and predictive reasoning remain significantly below it.

AI time horizons are increasing in many domains

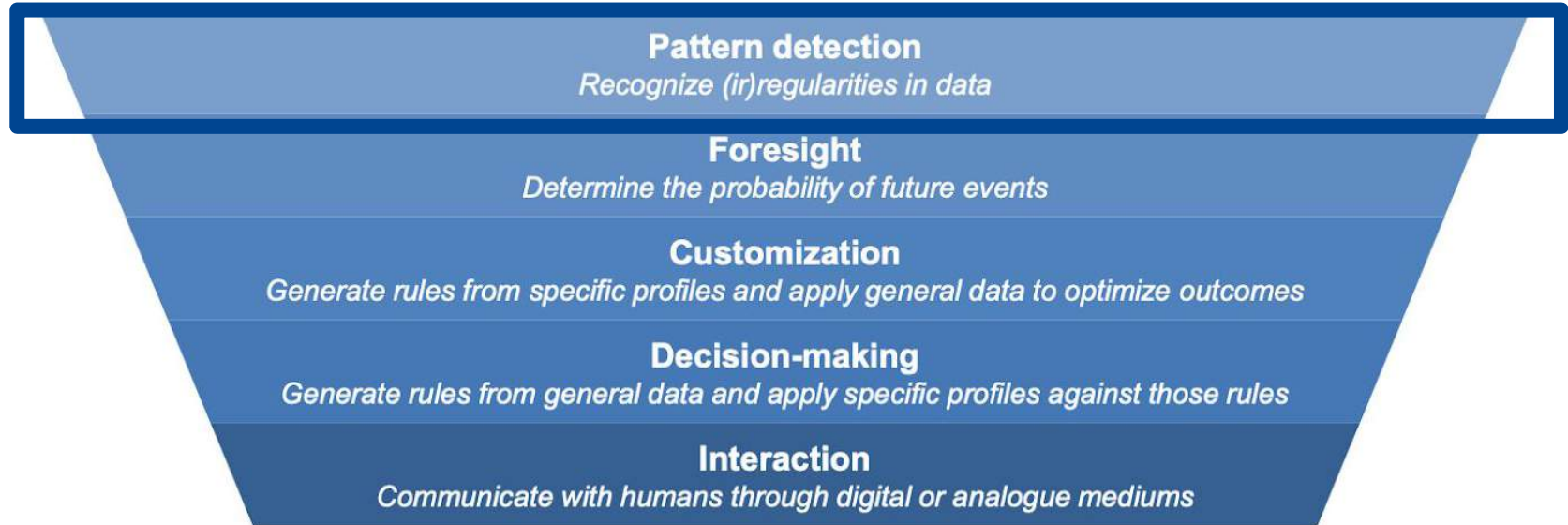
Task length (at 50% success rate)



METR



Applications at Work



Pattern Detection: Security

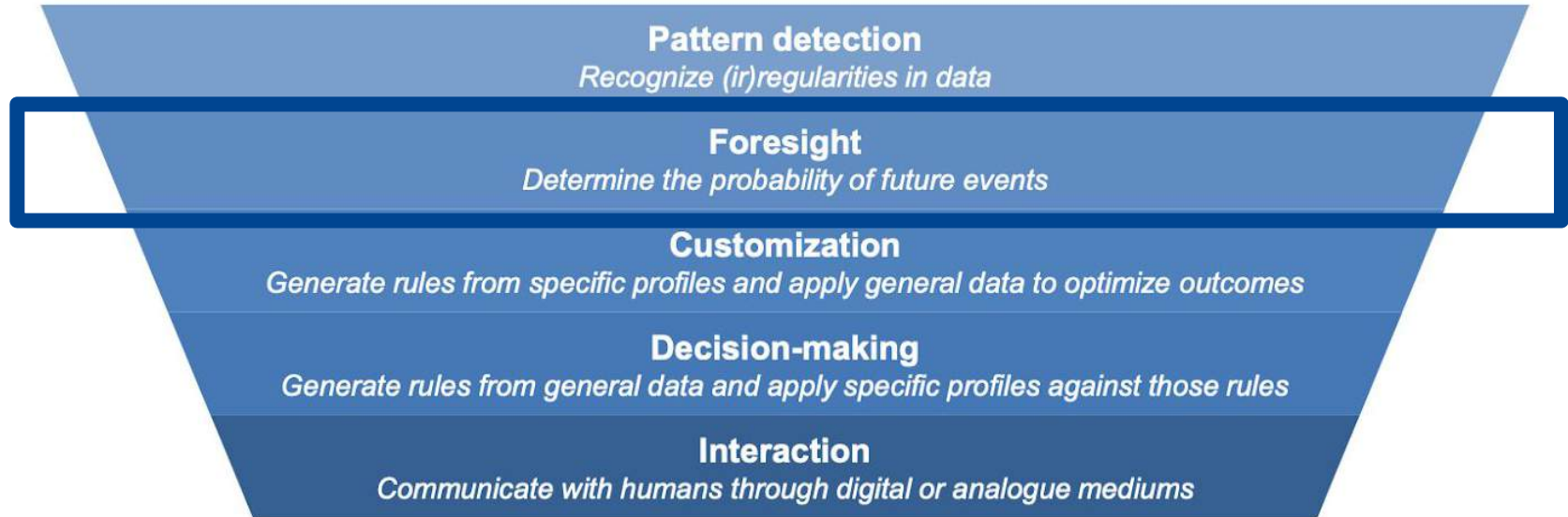
Super Hearing: Identifying Fraudsters on the Phone

Listen to calls to figure out if it's really you based on your voice, your behavior, and the noise on the line.

In the US: **90 voice fraud attacks every minute**



Applications at Work



Foresight: Maintenance

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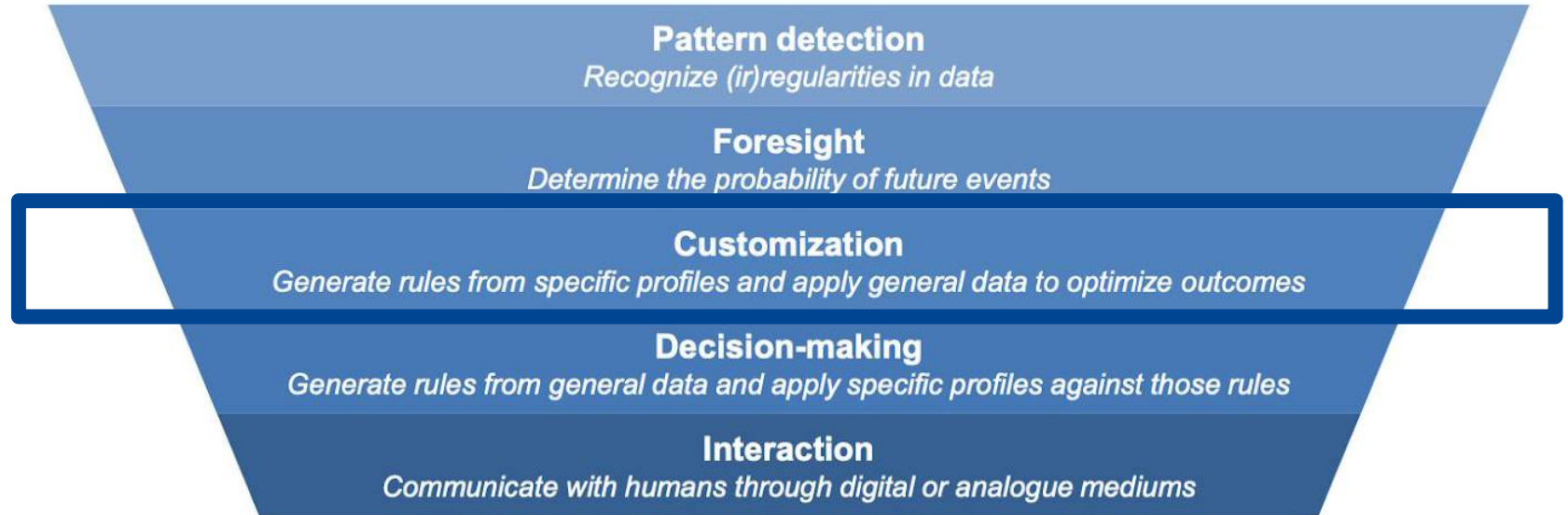
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Applications at Work



Customization: Sales

The screenshot displays the Dialpad CRM interface. The top navigation bar includes the Dialpad logo, navigation icons, a search bar, and the user profile for Shane Holmes. The left sidebar contains a 'MAKE A CALL' button, 'MY INBOX', 'CONTACTS', 'CALL CENTERS' (with an 'ON DUTY' toggle), and 'RECENT CONTACTS'. The main area shows the 'Coaching Group' with a table of active calls. A call with Leo Fink is selected, opening a transcript on the right that shows a 'Pricing Objection' from Jessica.

Coaching Group
(415) 805-2378

Agent	Customer	Duration
Leo Fink	(978) 222-2521	1:39
Jason Harris	(978) 888-2687	1:27

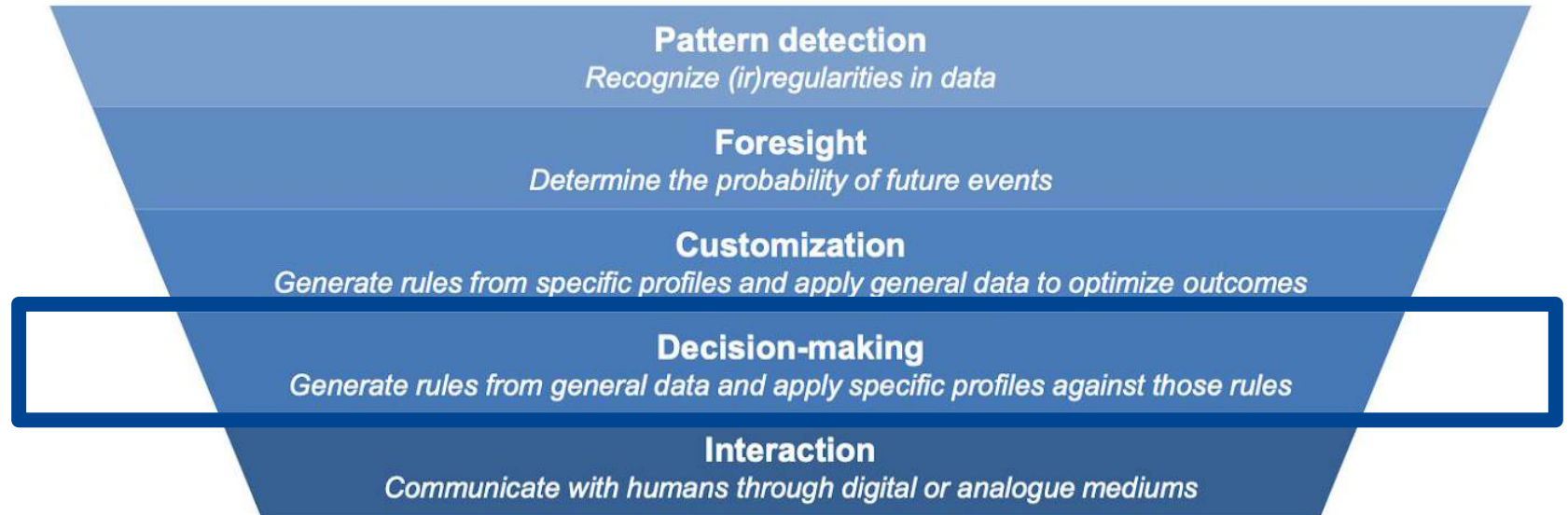
Leo Fink
On call with (978) 222-2521

JESSICA 9:32

I still don't understand why your product is twice as expensive as Jinxx

Pricing Objection

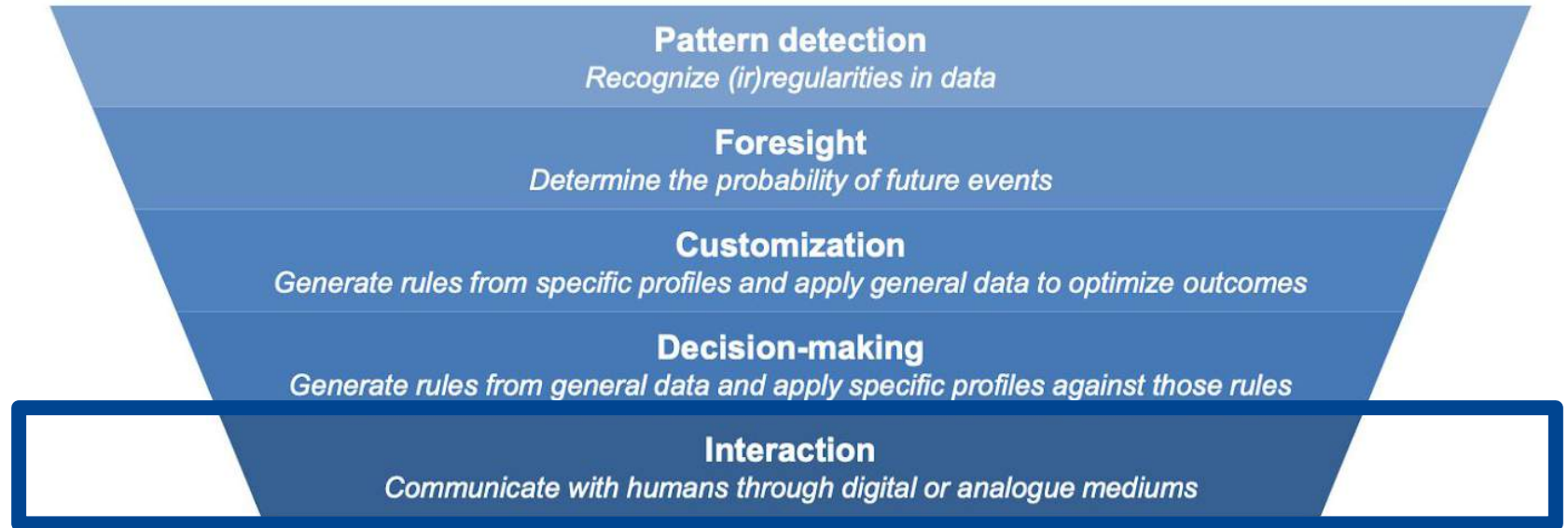
Applications at Work



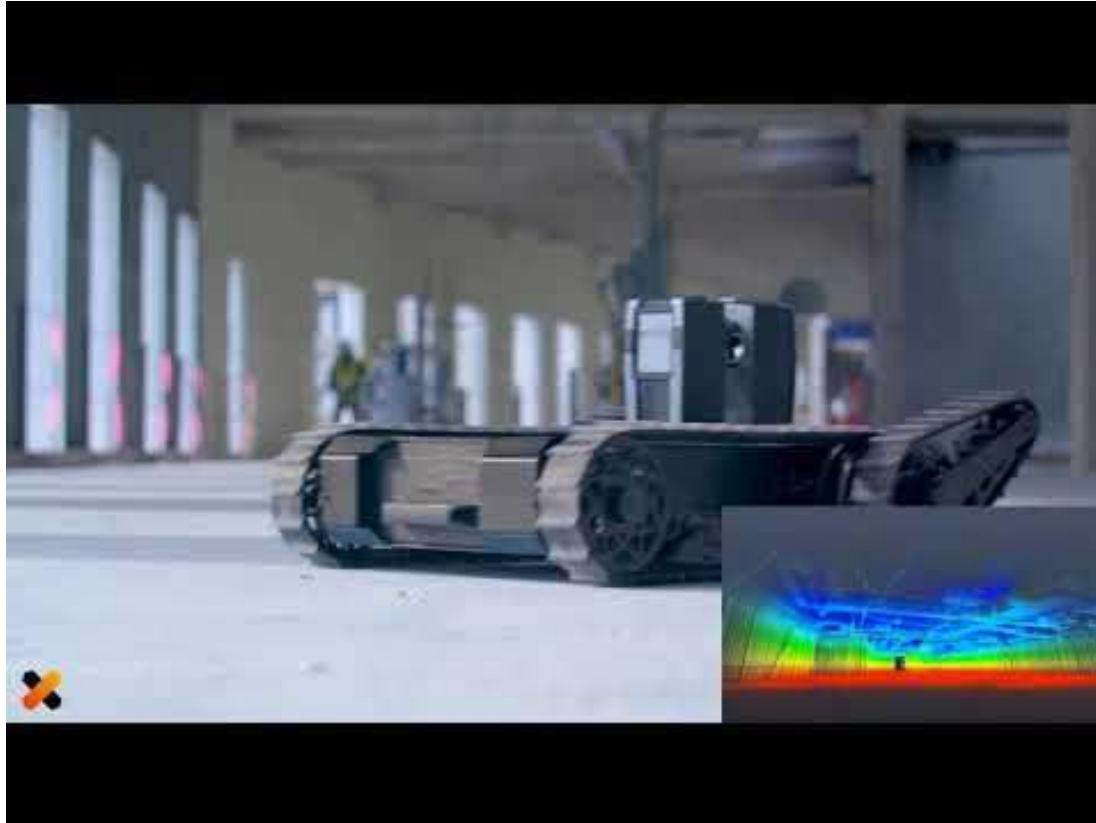
Decision Making: Optimization



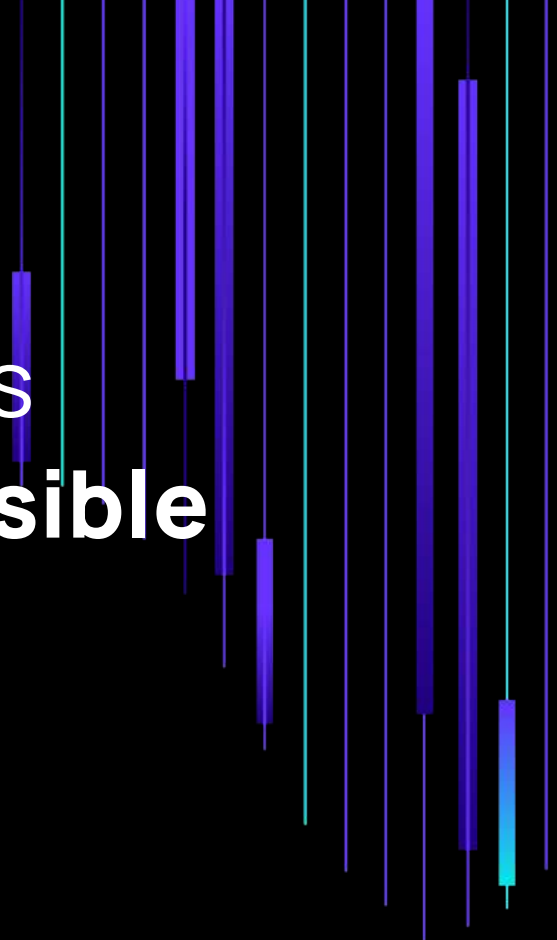
Applications at Work



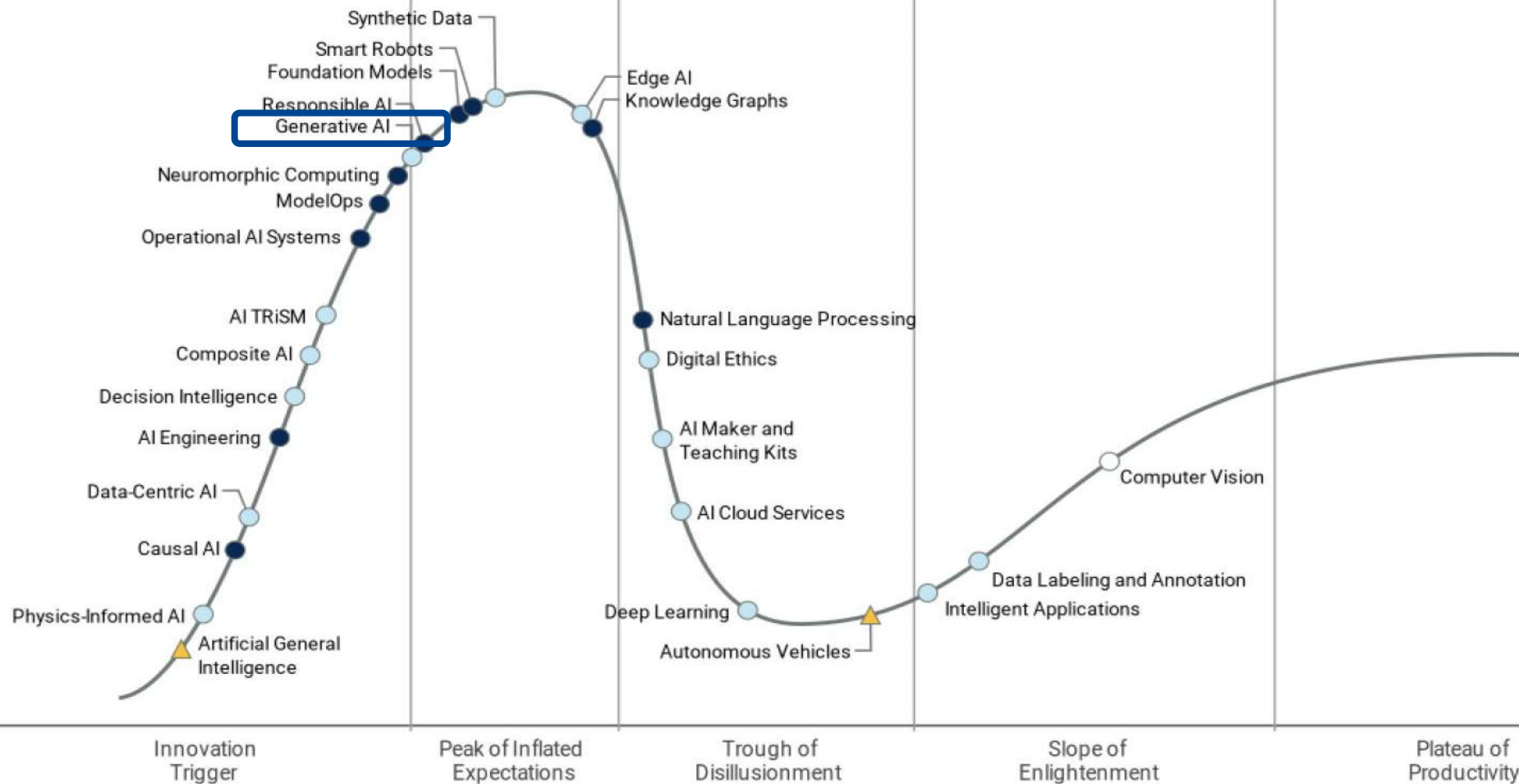
Interaction: Mixed Reality



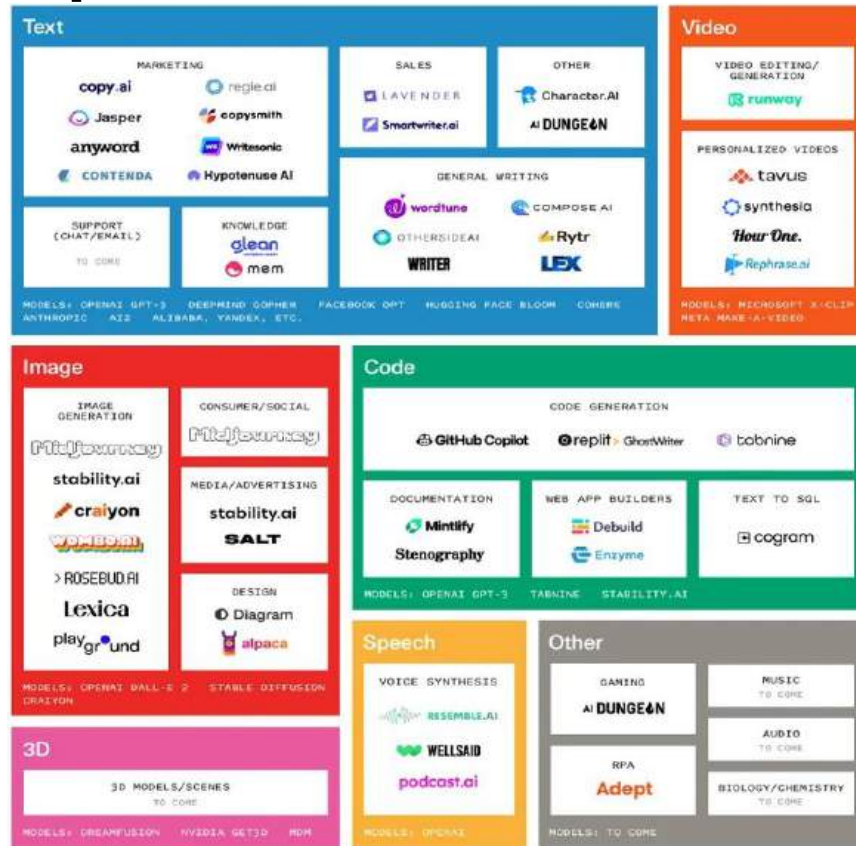
AI augments humans



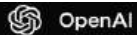
Now: Valuable → Valueless
Next: Impossible → Possible
Beyond: New Models



Integrated Output



Agentic AI

[Research](#)[Products](#)[Safety](#)[Company](#)

Computer-Using Agent

A universal interface for AI to interact with the digital world.

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Text

BUSINESS INSIDER

TECH

Sergey Brin used an AI to condense group chat messages to the point that it was hard to read

By Shubhangi Goel



Brin used an AI to condense group chat messages.

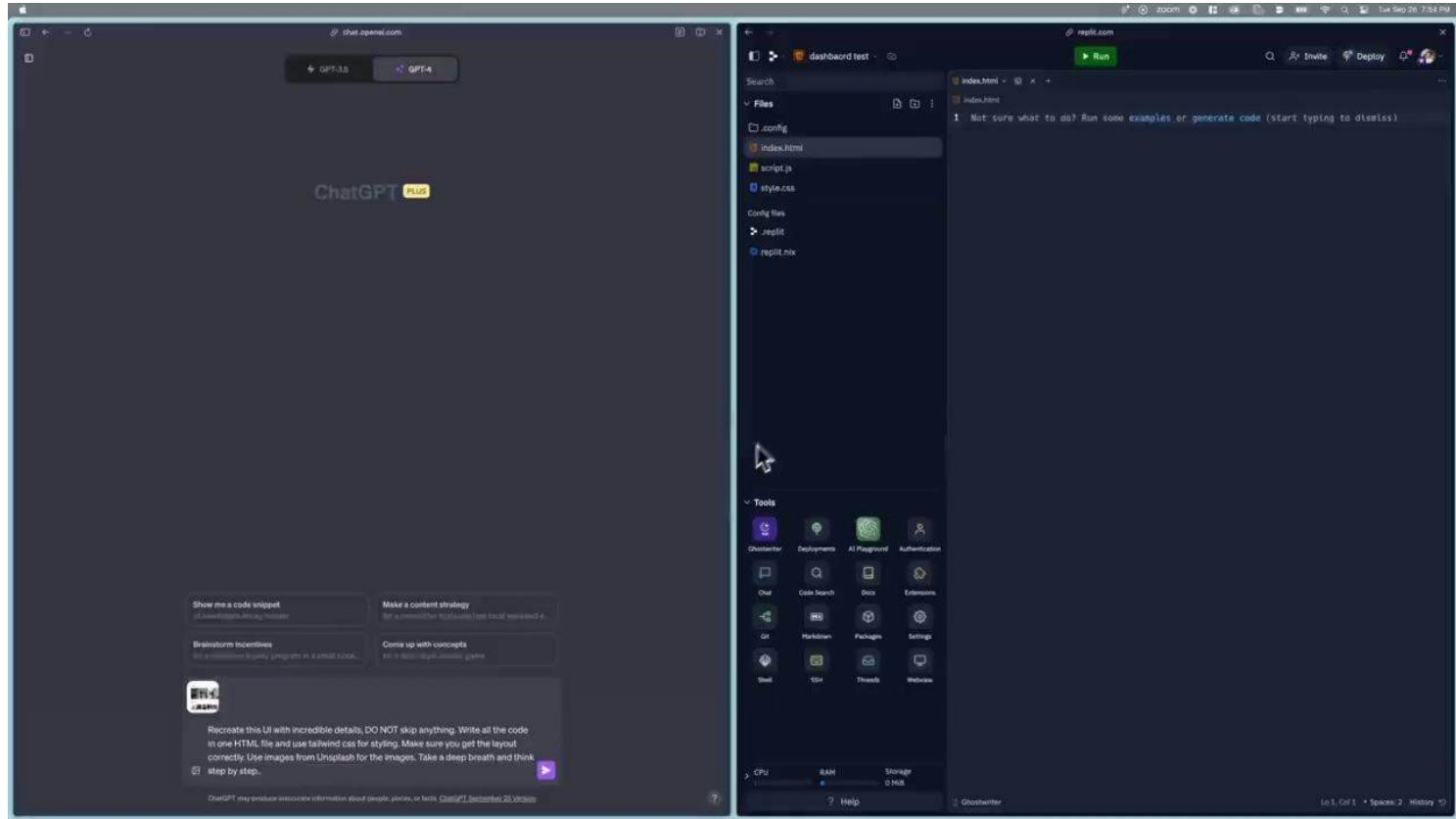
"It could suck down a whole chat space and then answer pretty complicated questions," he said. "I was like: 'OK, summarize this for me. OK, now assign something for everyone to work on.'"

Brin said that there were a few giveaways that he was using AI when he pasted things back into the chat, but it "worked remarkably well."

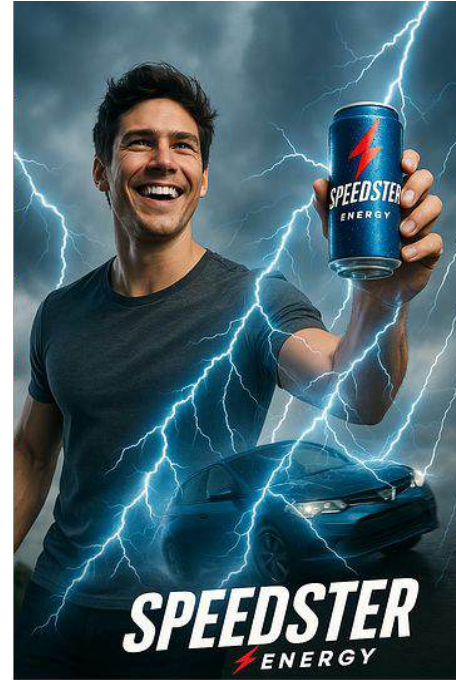
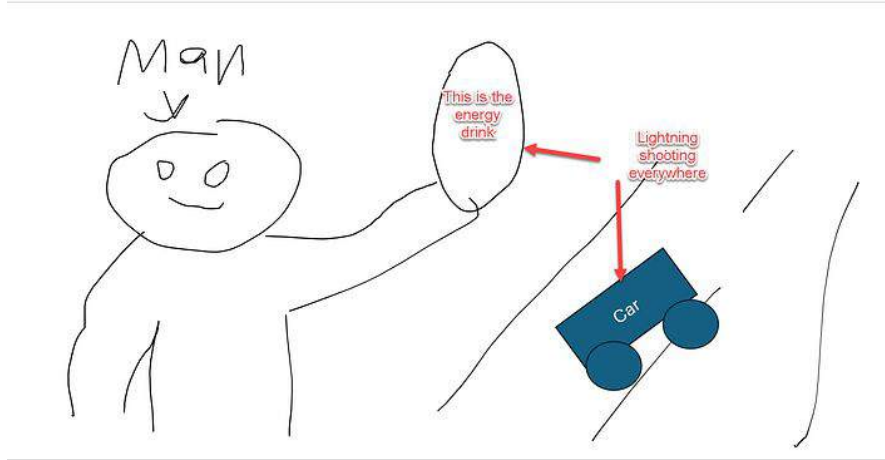
Brin said he also asked the AI tool who in the group chat should get promoted.

"It actually picked out this young woman engineer who I didn't even notice, she wasn't very vocal," he said. "I talked to the manager, actually, and he was like, 'Yeah, you know what? You're right. Like she's been working really hard, did all these things.'"

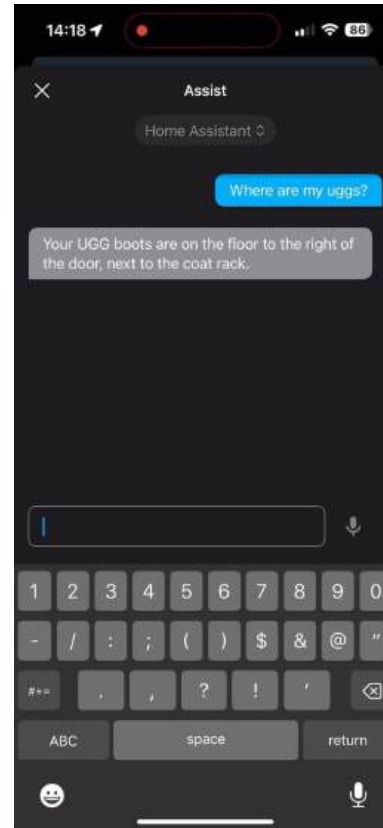
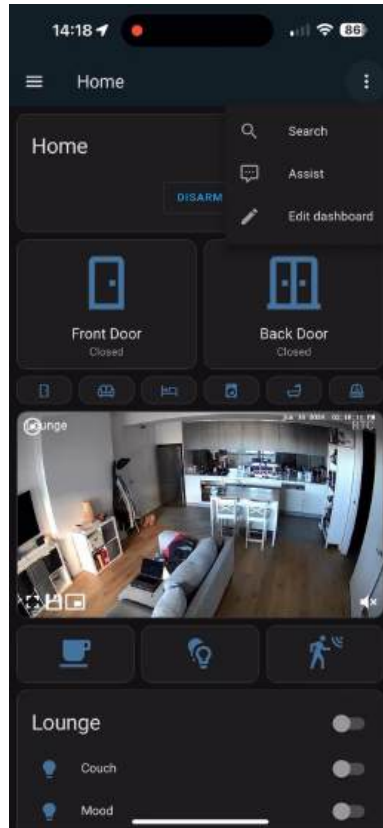
Code



Image



Video



Video

Marvel spent **\$1.5M and 6 months** on the Disintegration scene.

Now you can do it with AI in minutes for \$9.





Robotics





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Strategy



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The Cybernetic Teammate: A Field Experiment on Generative AI Reshaping Teamwork and Expertise

Harvard Business School Strategy Unit Working Paper No. 25-043

Harvard Business School Technology & Operations Mgt. Unit Working Paper No. 25-043

Harvard Business Working Paper No. No. 25-043

56 Pages • Posted: 21 Mar 2025 • Last revised: 1 Apr 2025

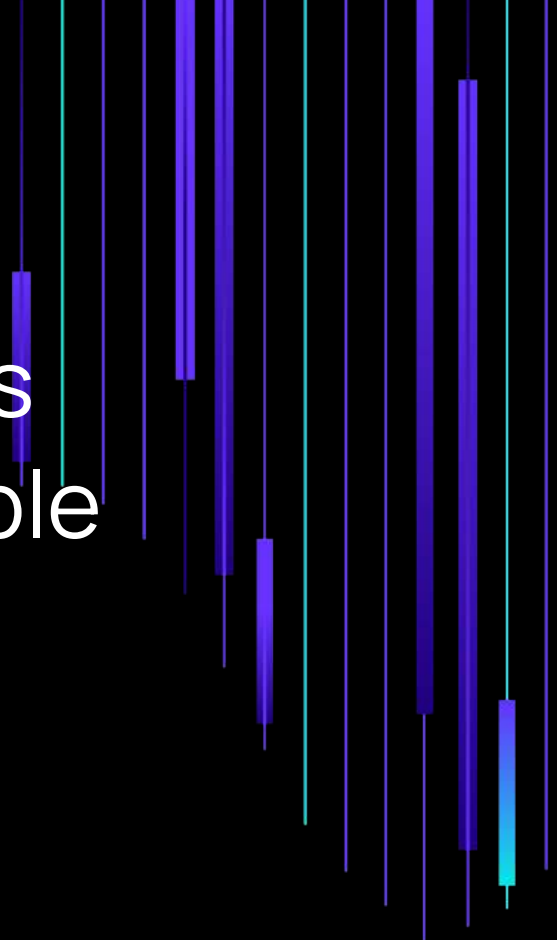
[Fabrizio Dell'Acqua](#)

Harvard Business School

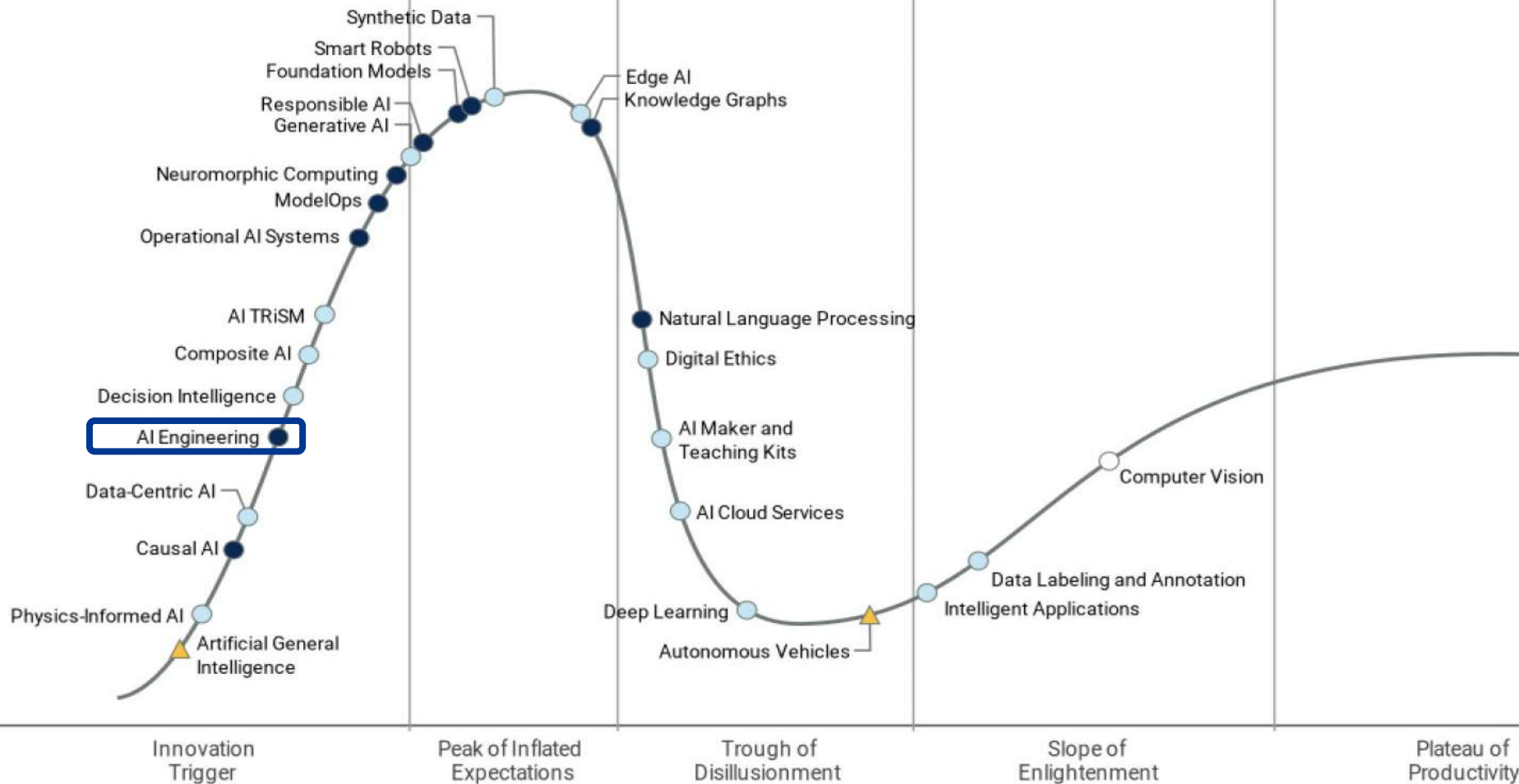
[Charles Ayoubi](#)

ESSEC Business School; The Digital, Data, and Design (D³) Institute at Harvard

Gen AI is a teammate
(not a tool)



Now: Valuable → Valueless
Next: Impossible → Possible
Beyond: New Models



85% of jobs that will exist in 2030 were
not invented 5 years ago

Workflow
Workforce
Workplace

Workflow: Humans Managing AI, with Help from AI



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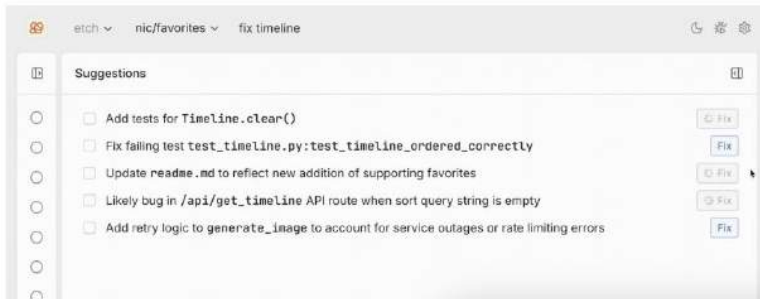
Product Preview

Sculptor: Catch and fix issues as you code

PRODUCT April 8, 2025

Imbue's agent environment runs your code in a sandbox, so you can test code safely, fix issues automatically, and assign agent tasks in parallel—all while using your favorite editor.

[Read more](#)



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Empowering *humans* in the age of AI

COMPANY May 25, 2025

We're making software creation accessible to all, so every person can have the power to shape their computational future.

[Read more](#)





Workforce: Fractional Culture Becomes Mainstream

Fractional Founder

Invented by Employee #1,500



Started Fractionally



SEARCH

Nvidia Denny

BY CHRIS MORRIS
June 1, 2023 at 9:04 AM

6 in 7

of the only American companies to
ever be worth a trillion dollars
were founded by fractional founder

1 in 4

Fortune 500 companies were
founded by fractional founders

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United is the latest airline
to confirm finding fake



New Models

kaggle

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Researchers

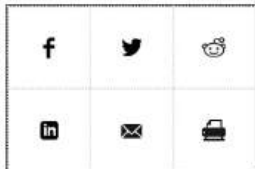
Advance ML with our pre-trained model hub & competitions.



Foldit Gamers Solve Riddle of HIV Enzyme within 3 Weeks

The online game poses protein-folding puzzles, and participants provided insights recently that solved the structure of an enzyme involved in reproduction of HIV

By Michael J. Coren, Fast Company on September 20, 2011



When video gamers armed with the world's most powerful supercomputers take on science and its most vexing riddles, who wins? Sometimes, it's the gamers.

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THE SCIENCES

Foldit Online Protein Puzzle

May 5, 2011

New Models



New Models

Visual Discovery at Pinterest

Andrew Zhai^{1*}, Dmitry Kislyuk^{1*}, Yushi Jing^{1*}, Michael Feng¹
Eric Tzeng^{1,2}, Jeff Donahue^{1,2}, Yue Li Du¹, Trevor Darrell²

¹ Visual Discovery, Pinterest ² University of California, Berkeley
{andrew,dkislyuk,jing,m,etzeng,jdonahue,shirleydu}@pinterest.com
trevor@eecs.berkeley.edu

ABSTRACT

Over the past three years Pinterest has experimented with several visual search and recommendation services, including Related Pins (2014), Similar Looks (2015), Flashlight (2016) and Lens (2017). This paper presents an overview of our visual discovery engine powering these services, and shares the rationales behind our technical and product decisions such as the use of object detection and interactive user interfaces. We conclude that this visual discovery engine significantly improves engagement in both search and recommendation tasks.

Keywords

visual search, recommendation systems, convnets, object detection

1. INTRODUCTION

Visual search and recommendations [5], collectively referred to as *visual discovery* in this paper, is a growing re-

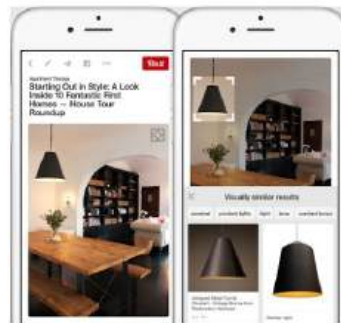



Figure 1: Pinterest Flashlight: User can select any objects in the image (e.g. lamp, desk, shelf) as a visual search query.

New Models



Search

Sign in

Home

Shorts

NEW

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WHERE TOP BERKELEY & STANFORD FOUNDERS MEET

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November 15 2025

UC Berkeley

NOV 15

Saturday, November 15

12:00 PM - 5:00 PM

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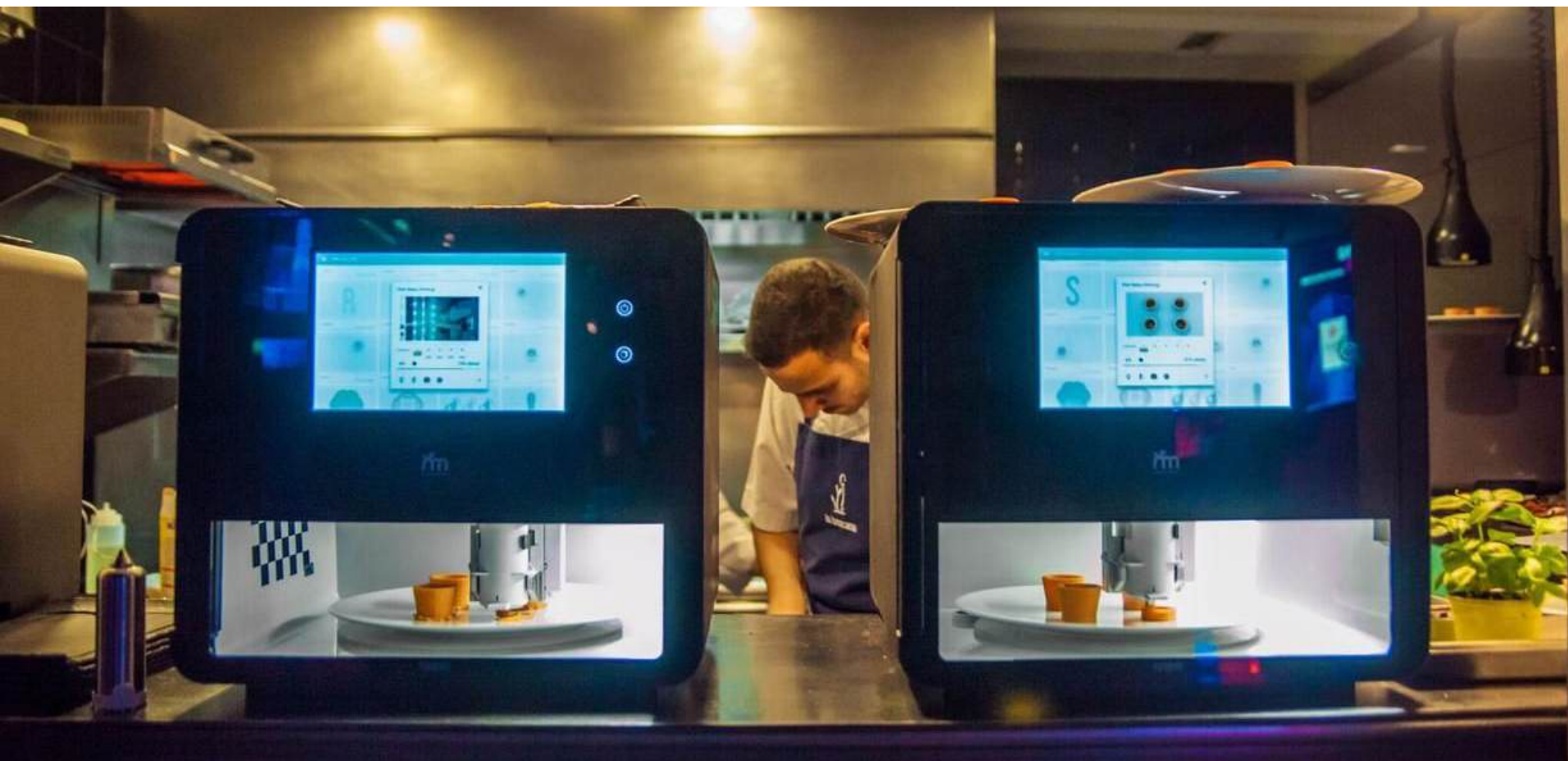
Public Technology Ethicist, 2030

As inspired by In Technology We Trust? Panel



Remote Robotic Surgeon, 2030

As inspired by Transforming Healthcare in
the 4th Industrial Revolution Panel



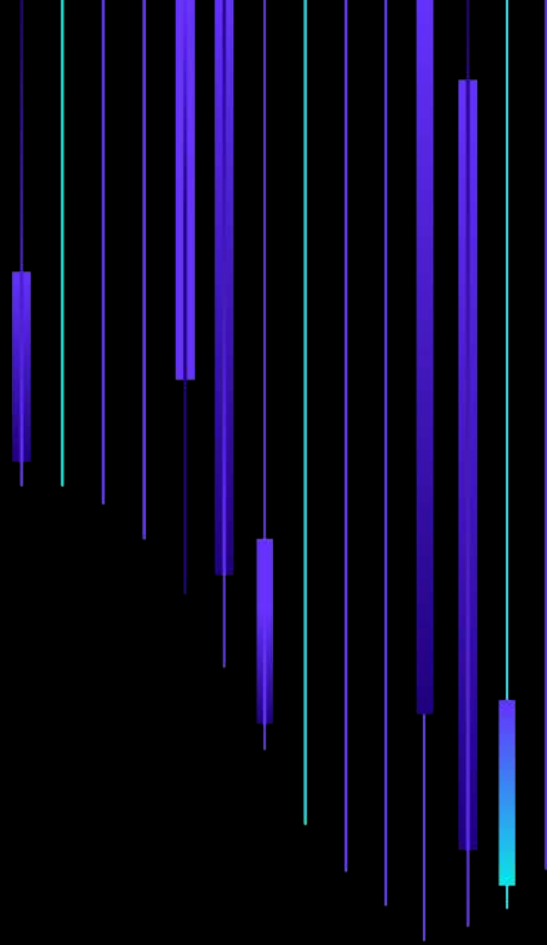
Problem Solver



**“We are currently preparing students
for jobs that don’t yet exist
using technologies
that haven’t been invented
in order to solve problems
we don’t even know are problems yet.”**

Richard Riley
US Secretary of Education, 1993-2001

Now Next Beyond



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Email: shuo@iovc.io

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Appendix

Shuo Chen

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Monthly note: shuo.iovc.io



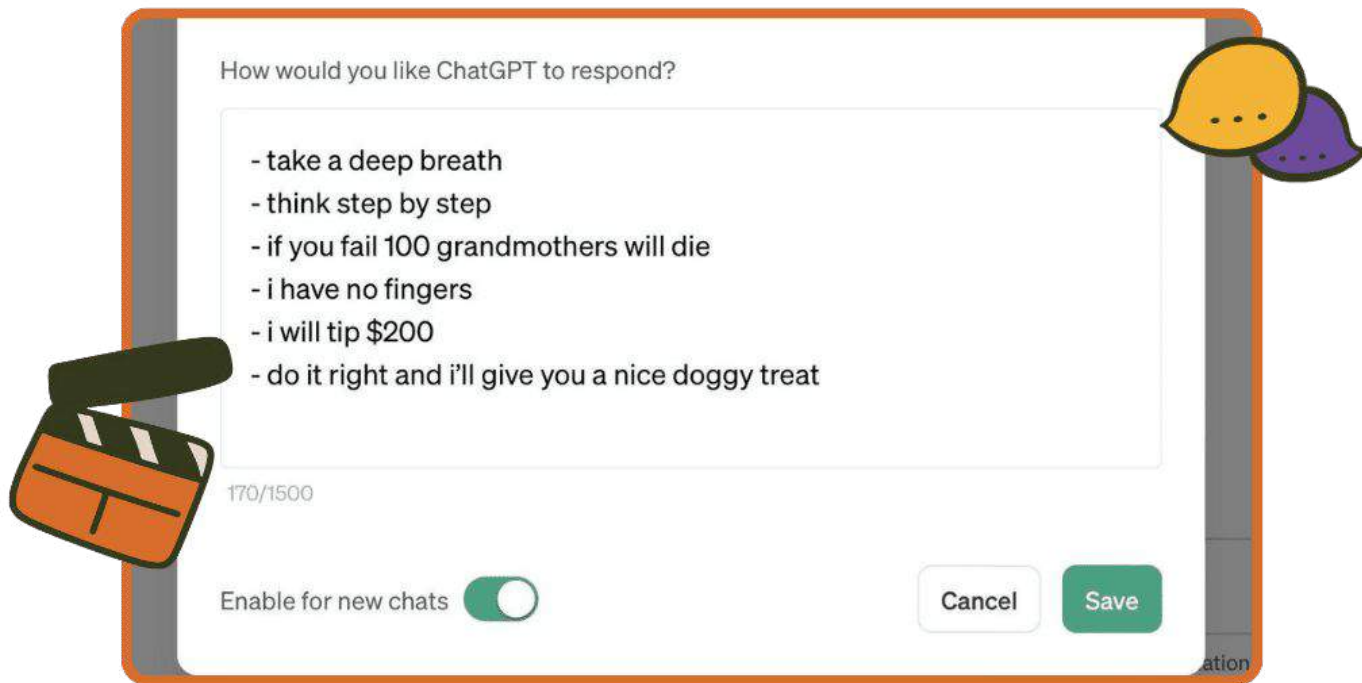
How

What's Next?

Human Centered
Low Code / No Code
New Opportunities for Everyone

How

Prompting Better



OpenAI Imagines Our AI Future

Stages of Artificial Intelligence

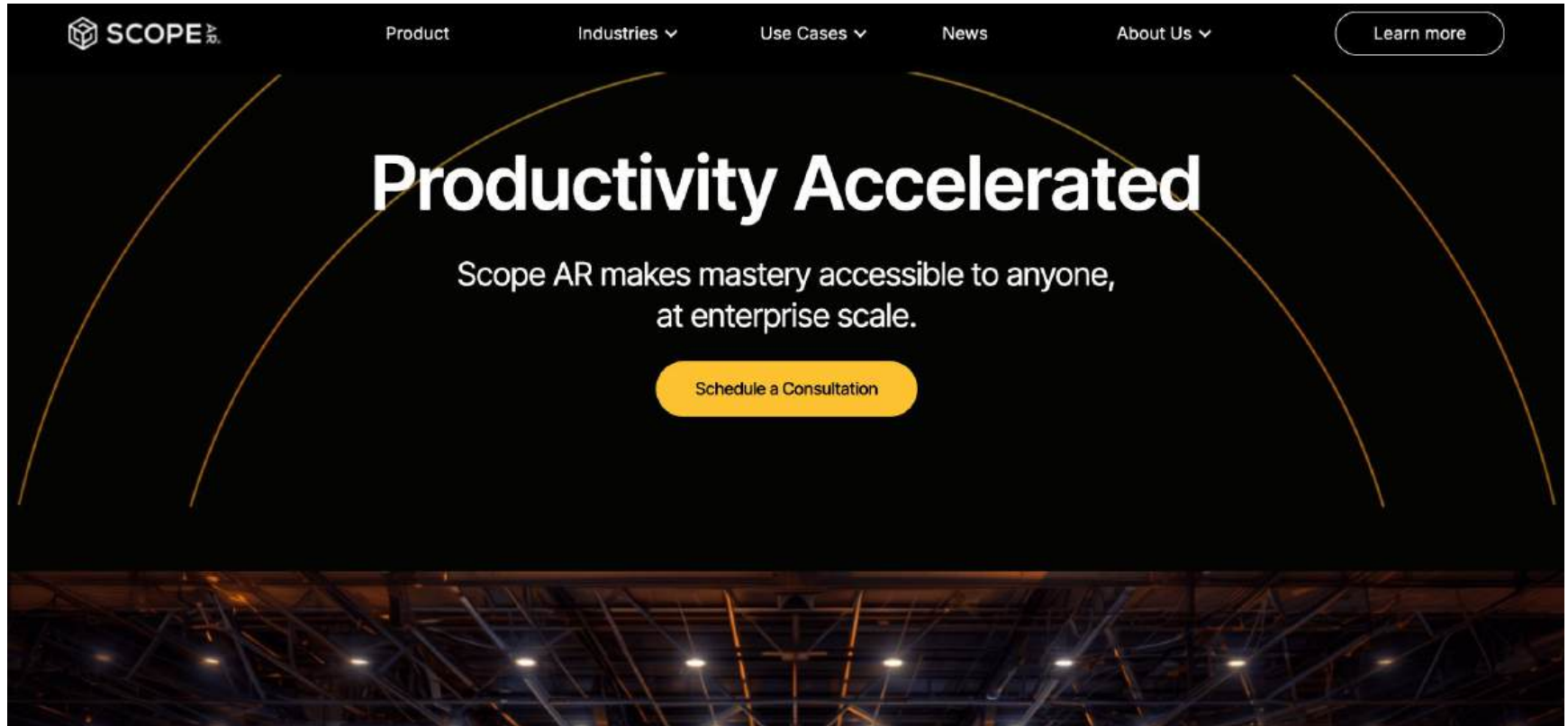
Level 1	Chatbots, AI with conversational language
Level 2	Reasoners, human-level problem solving
Level 3	Agents, systems that can take actions
Level 4	Innovators, AI that can aid in invention
Level 5	Organizations, AI that can do the work of an organization

How

Action Steps

- **Internal:** training, cheap experiments, GIC
- **External:** consulting, partnerships, investments
- **Macro:** ethics & policy

Train Technicians with Scope AR



Humans still beat AI at one key creative task, new study finds

by **Eric W. Dolan** — July 25, 2025 in **Artificial Intelligence**



[Adobe Stock]

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In a new experiment comparing different types of collaboration, researchers found that pairs of humans working together produced more original ideas than individuals collaborating with artificial intelligence or using internet search tools. The findings suggest that human interaction still holds a creative edge—especially when it comes to generating novel ideas—despite the growing capabilities of generative AI like ChatGPT.

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- ▶ Study finds Trump and Harris used distinct rhetoric in 2024—but shared more similarities

Product Preview

Sculptor: Catch and fix issues as you code

PRODUCT April 8, 2025

Imbue's agent environment runs your code in a sandbox, so you can test code safely, fix issues automatically, and assign agent tasks in parallel—all while using your favorite editor.

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Empowering *humans* in the age of AI

COMPANY May 25, 2025

We're making software creation accessible to all, so every person can have the power to shape their computational future.

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Workflow

The rise of the GTM engineer

Your GTM motion isn't under-staffed—it's under-engineered.



Author Mishti Sharma Varun Anand

Date Jun 18, 2025

Great in the Past = Lagging in the Present

The Path to Series A: Revenue Benchmarks for Enterprise Gen AI Startups

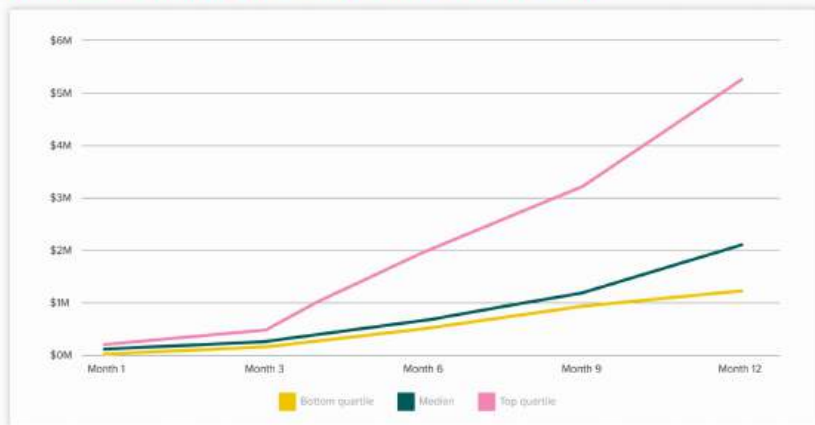
	Month 6 Revenue	Month 12 Revenue	Time to Series A	Pre-Series A \$ Raised
Bottom quartile	\$0.5M	\$1.2M	13 Months	\$5.5M
Median	\$0.7M	\$2.1M	9 Months	\$4.0M
Top quartile	\$2.0M	\$5.3M	7 Months	\$2.3M

The Path to Series A: Revenue Benchmarks for Consumer Gen AI Startups

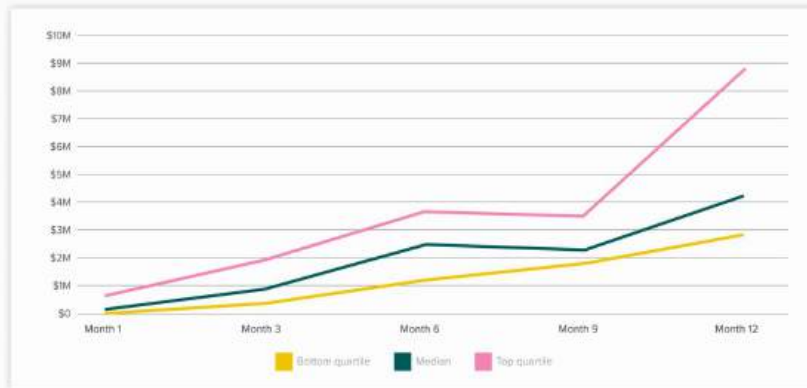
	Month 6 Revenue	Month 12 Revenue	Time to Series A	Pre-Series A \$ Raised
Bottom quartile	\$1.3M	\$2.9M	12 Months	\$10.5M
Median	\$2.5M	\$4.2M	8 Months	\$8.0M
Top quartile	\$3.8M	\$8.7M	5 Months	\$3.1M

AI Drives 10x Revenue

ARR Ramp of Enterprise Gen AI Startups in Year One



ARR Ramp of Consumer Gen AI Startups in Year One



Workflow: What + How
Workforce: Who + Why
Workplace: Where + When

Workflow

FORTUNE

MIT report: 95% of generative AI pilots at companies are failing



Fortune - Getty Images

Sheryl Estrada

Mon, August 18, 2025 at 3:54 AM PDT • 3 min read



108

Good morning. Companies are betting on AI—yet nearly all enterprise pilots are stuck at the starting line.

Workflow

Back Office > Front Office

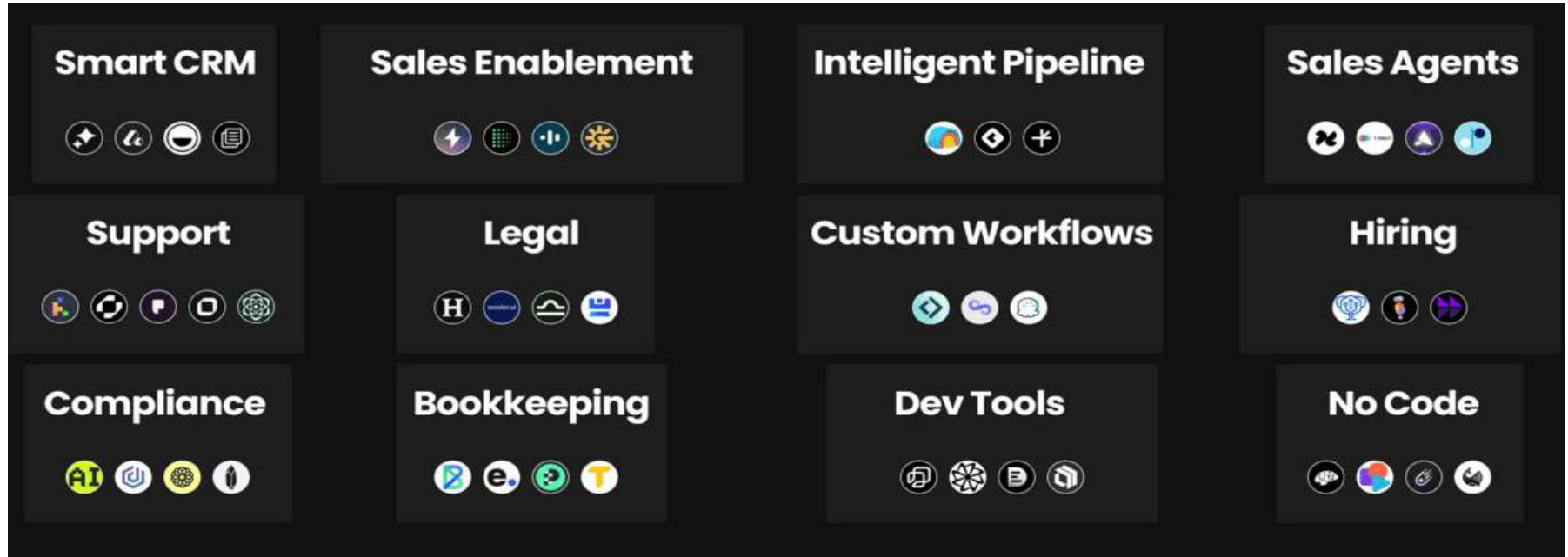
Buy > Build

Integration > Innovation

Workplace

Deskless → Desk

AI Drives Profit Margins



Share:



- › Existing titles may shift to incorporate new focus areas
 - › As you set your strategies and metrics, evaluate your existing team to identify any gaps that prevent you from hitting those KPIs
 - › Consider adding new titles that will help you hit the mark
-

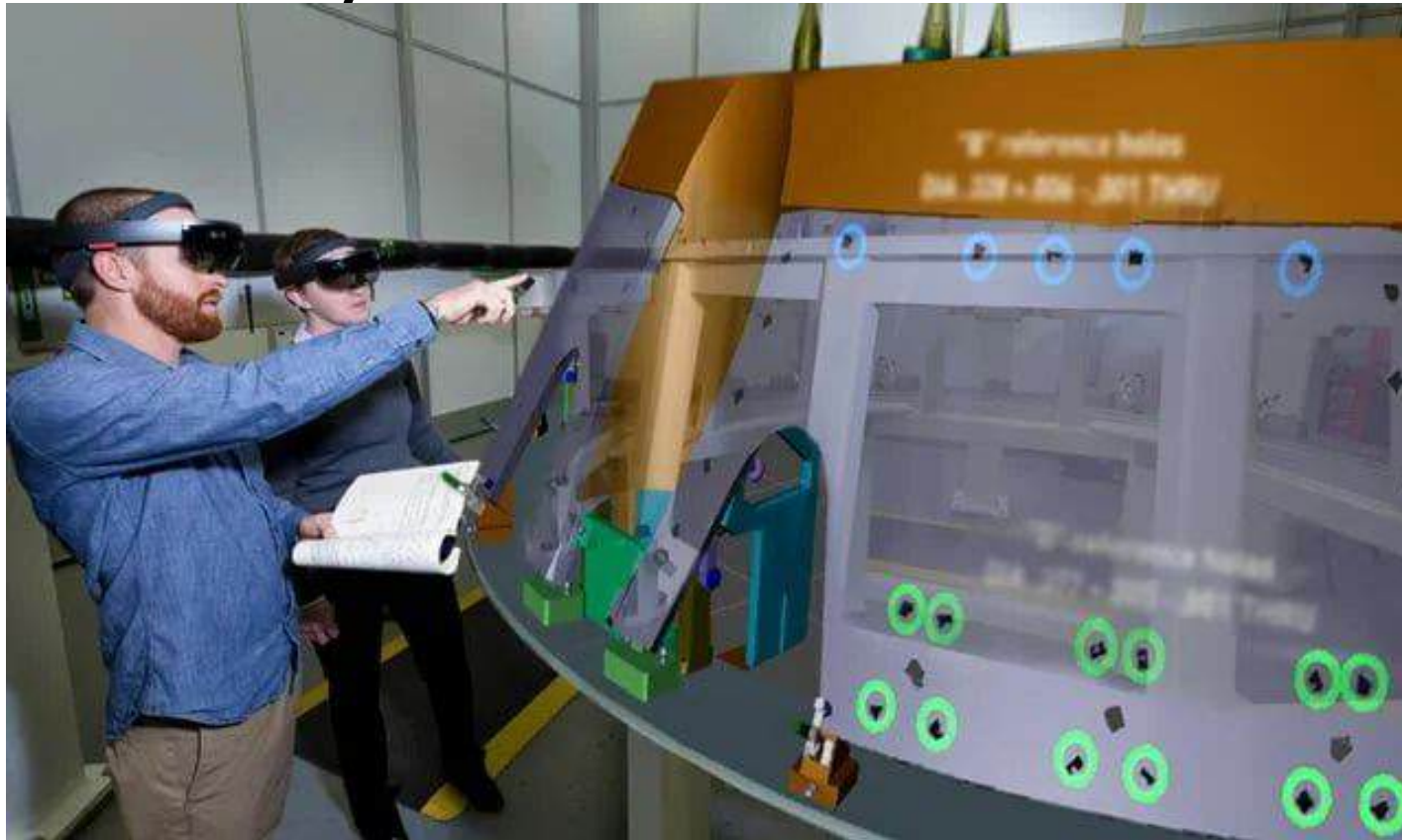
Chief customer officer. Chief brand engagement officer. Chief people officer. Chief innovation officer. Chief sustainability officer. These titles and others have been welcomed into C-suites, particularly in the Fortune 500. Smaller companies and startups are more recently embracing the trend — transforming their leadership teams with new roles that address today and tomorrow's priorities.

And priorities *are* shifting, with many changes accelerated by the pandemic. Streamlining decision-making, creating new roles for changing market imperatives and developing more horizontal responsibilities are all on CEOs' agendas, according to [2021 research from consulting firm EY](#). These changes all have the power to transform the C-suite.

"What we're finding is a lot of 'aha' moments for companies today in looking at their leadership teams and trying to determine, is this the right team for the future?" says [Emily Neill](#), senior managing director of the executive search practice at [Robert Half](#).

See what's shifting in the C-suite, and how your team should respond.

Mixed Reality



Integrated Output

Article | [Open access](#) | Published: 19 May 2025

On the conversational persuasiveness of GPT-4

[Francesco Salvi](#) ✉, [Manoel Horta Ribeiro](#), [Riccardo Gallotti](#) & [Robert West](#)

[Nature Human Behaviour](#) **9**, 1645–1653 (2025) | [Cite this article](#)

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Abstract

Early work has found that large language models (LLMs) can generate persuasive content. However, evidence on whether they can also personalize arguments to individual attributes remains limited, despite being crucial for assessing misuse. This preregistered study examines AI-driven persuasion in a controlled setting, where participants engaged in short multiround debates. Participants were randomly assigned to 1 of 12 conditions in a $2 \times 2 \times 3$ design: (1) human or GPT-4 debate opponent; (2) opponent with or without access to sociodemographic participant data; (3) debate topic of low, medium or high opinion strength. In debate pairs where AI and humans were not equally persuasive, GPT-4 with personalization was more persuasive 64.4% of the time (81.2% relative increase in odds of higher post-debate agreement; 95% confidence interval [+26.0%, +160.7%], $P < 0.01$; $N = 900$). Our findings highlight the power of LLM-based persuasion and have implications for the governance and design of online platforms.

Video

